Manitoba Civil
Service Commission

Commission de la
fonction publique Manitoba

Annual Report 2005 - 2006

Rapport annuel 2005 - 2006

Manitoba

Minister responsible
for The Civil Service Act

Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

His Honour the Honourable John Harvard, P.C., O.M.
Lieutenant Governor of Manitoba
Room 235, Legislative Building
Winnipeg, Manitoba
R3C 0V8

May It Please Your Honour:

I present herewith the 88th annual report of the Manitoba Civil Service Commission for the period April 1, 2005 to March 31, 2006.

Respectfully submitted,

Greg Selinger
Minister Responsible for
The Civil Service Act

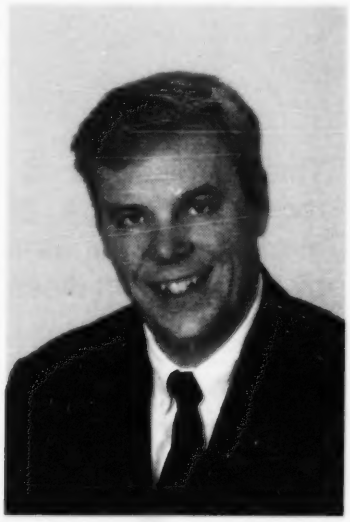
Son Honneur l'honorable John Harvard, C.P., O.M.
Lieutenant-gouverneur du Manitoba
Palais législatif, bureau 235
Winnipeg (Manitoba)
R3C 0V8

Monsieur le lieutenant-gouverneur,

J'ai le privilège de vous soumetttre le quatre-vingt huitième rapport annuel de la Commission de la fonction publique du Manitoba pour la période du 1er avril 2005 au 31 mars 2006.

Veuillez accepter, Monsieur le lieutenant-gouverneur, l'expression de mes salutations les plus respectueuses.

Greg Selinger
Ministre chargé de l'application
de la *Loi sur la fonction publique*



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Manitoba

2007-01519/

Civil Service Commission

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Winnipeg MB R3C 3H8
CANADA

FAX: (204) 945-1486

Honourable Greg Selinger
Minister Responsible for
The Civil Service Act
Room 103 Legislative Building
Winnipeg MB R3C 0V8

Dear Mr. Selinger:

In conformity with the provisions of *The Civil Service Act*, I am pleased to forward to you, the Minister Responsible for *The Civil Service Act*, the 88th annual report of the Manitoba Civil Service Commission.

This report covers the period April 1, 2005 to March 31, 2006 and includes a review of the Civil Service Commission's activities for that period.

Respectfully submitted,

James W. Hartry
Chairperson

Monsieur Greg Selinger
Ministre chargé de l'application
de la *Loi sur la fonction publique*
Palais législatif, bureau 103
Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

Conformément aux dispositions de la *Loi sur la fonction publique*, j'ai l'honneur de vous soumettre le quatre-vingt-huitième rapport annuel de la Commission de la fonction publique du Manitoba, que je vous prie de recevoir dans le cadre de vos fonctions à titre de ministre chargé de l'application de la dite loi.

Le rapport couvre la période allant du 1er avril 2005 au 31 mars 2006 et comprend l'examen des activités de la Commission de la fonction publique au cours de cette période.

Veuillez recevoir, Monsieur le Ministre, l'expression de ma haute considération.

James W. Hartry
Président

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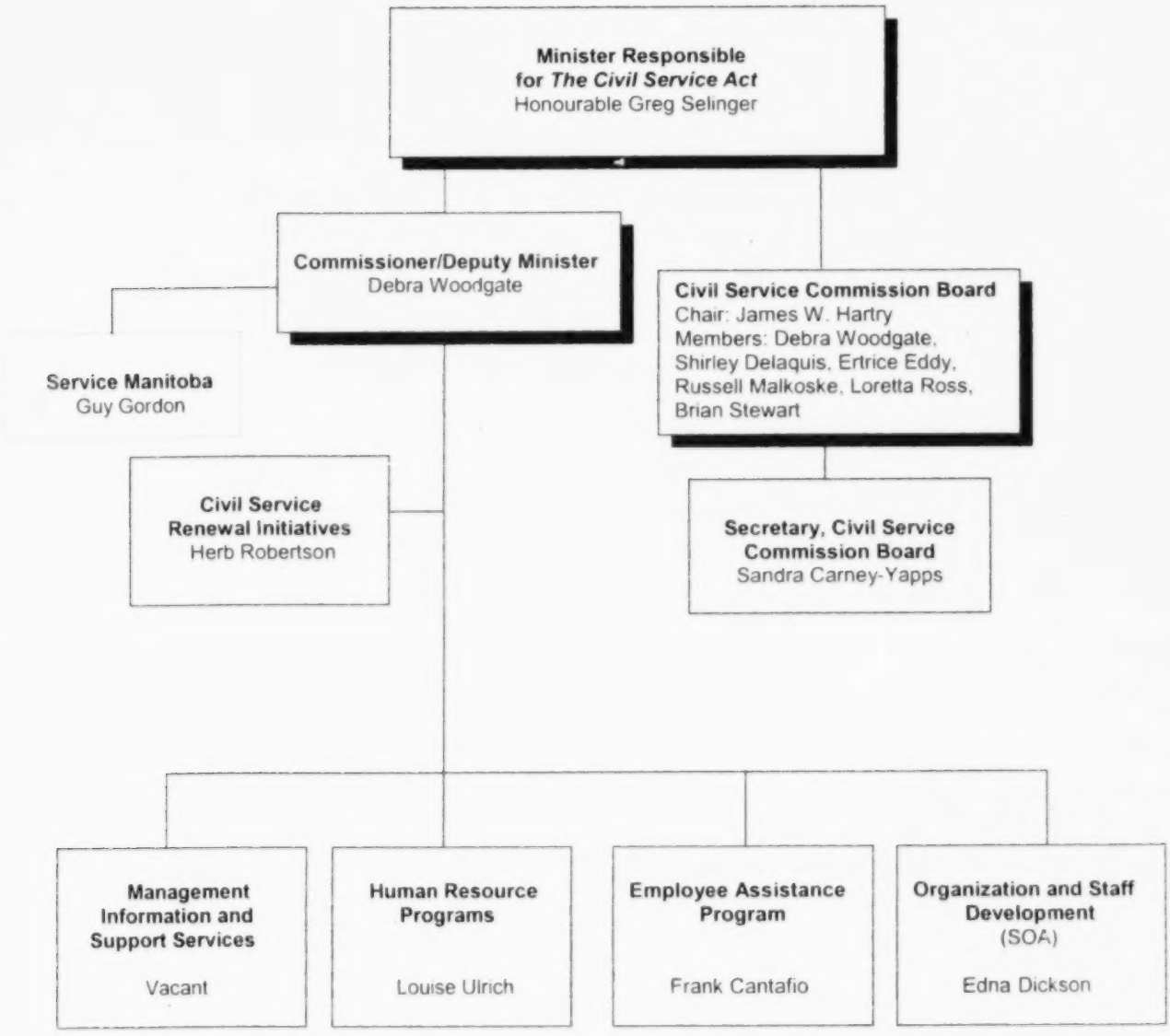
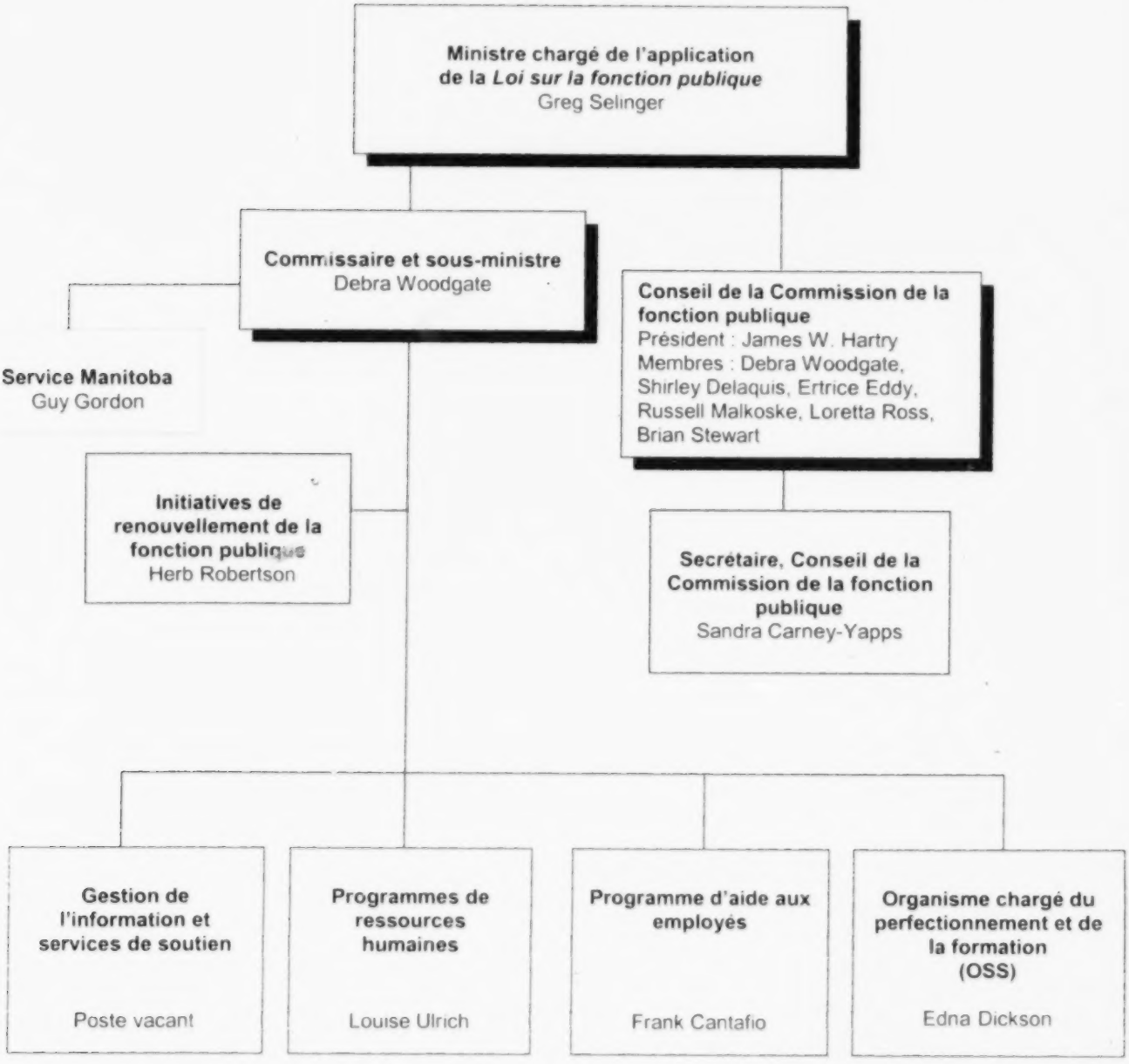
CIVIL SERVICE COMMISSION - ORGANIZATION CHART

AS AT MARCH 31, 2006



COMMISSION DE LA FONCTION PUBLIQUE – ORGANIGRAMME

AU 31 MARS 2006


Ministre chargé de l'application de la *Loi sur la fonction publique*
Greg Selinger
Commissaire et sous-ministre
Debra Woodgate
Conseil de la Commission de la fonction publique
Président : James W. Hartry
Membres : Debra Woodgate, Shirley Delaquis, Ertrice Eddy, Russell Malkoske, Loretta Ross, Brian Stewart
Service Manitoba
Guy Gordon
Initiatives de renouvellement de la fonction publique
Herb Robertson
Secrétaire, Conseil de la Commission de la fonction publique
Sandra Carney-Yapps
Gestion de l'information et services de soutien
Poste vacant
Programmes de ressources humaines
Louise Ulrich
Programme d'aide aux employés
Frank Cantafio
Organisme chargé du perfectionnement et de la formation (OSS)
Edna Dickson

INTRODUCTION AND OVERVIEW

Report Structure

The Annual Report is organized in accordance with the Civil Service Commission's appropriation structure, which reflects the department's authorized votes approved by the Legislative Assembly. The Annual Report includes information at the main and sub-appropriation levels related to the department's objectives, actual results achieved, financial performance and variances, and provides a five year historical table giving the departmental expenditures and staffing.

Governing Legislation

The Civil Service Commission is the independent and impartial agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Civil Service Act* and Regulations. Treasury Board is responsible for the administration of sections of *The Civil Service Act* and Regulations relating to classification, pay plans, rates of pay and collective bargaining.

According to subsection 5(1) of *The Civil Service Act*, the Commission shall:

- apply and carry out the provisions of *The Act* and the Regulations under its responsibility;
- select and appoint civil servants, and be responsible for their promotion and transfer;
- advise the Minister having the administration of *The Act* on problems concerning human resource management administration;
- of its own motion or upon request of the Lieutenant Governor in Council investigate and report on:
  - the operation of *The Act*,
  - the violation of any provision of *The Act* or the Regulations,
  - any alleged impersonation, fraudulent practices, or irregularities in connection with any examination held by, or under the authority of, the Commission;

  and, on the request of a minister or the chief officer of an agency of government to which *The Act* applies, investigate and report to the minister or chief officer upon any human resource management matter relating to the department or to the agency of the government;
- appoint such employees as may be necessary to carry out *The Act*;
- perform such other duties and functions as may be assigned to the Commission by *The Act* or any other Act of the Legislature or by the Lieutenant Governor in Council.

Subsection 5(3) of *The Act* provides that the Commission may from time to time delegate its power or authority to sign any document, paper, minutes or instrument to such persons as it deems advisable.

The Civil Service Commission - Role

The Civil Service Commission works with the Treasury Board Secretariat to ensure effective development and delivery of a comprehensive human resource management service consistent with the provisions of *The Civil Service Act*, responsive to general government policy and supportive of departmental and/or broad organizational goals.

The Civil Service Act provides for the management, direction and administration of human resource management matters within the government service through the combination of a seven member Civil Service Commission Board and a department reporting through a deputy head to the Minister Responsible for *The Civil Service Act*.

INTRODUCTION ET APERÇU

Structure du rapport

Le présent rapport annuel est organisé en fonction de la structure établie par l'Assemblée législative du Manitoba pour l'affectation des crédits budgétaires à la Commission de la fonction publique. Il comprend des renseignements sur les crédits budgétaires principaux et de moindre importance relativement aux objectifs du ministère, à ses résultats réels, à ses rendements et à ses écarts financiers. Il présente en outre un tableau chronologique des effectifs et des dépenses des cinq dernières années.

Lois et règlements en vigueur

La Commission de la fonction publique est un organisme indépendant et impartial chargé de la gestion efficace des ressources humaines au sein du gouvernement et qui représente l'intérêt public dans l'administration de la *Loi sur la fonction publique* et ses règlements d'application. Le Conseil du Trésor est chargé de l'administration des articles de la *Loi sur la fonction publique* et de ses règlements d'application en ce qui concerne la classification, les systèmes de rémunération, les taux de salaire et les négociations collectives.

Conformément au paragraphe 5(1) de la *Loi sur la fonction publique*, la Commission :

- applique la présente loi et les règlements;
- choisit et nomme les fonctionnaires et voit à leur promotion et à leur mutation;
- conseille le ministre responsable de l'application de la présente loi sur les questions relatives à l'administration du personnel;
- de sa propre initiative ou sur demande du lieutenant-gouverneur en conseil, fait enquête et rapport :
  - sur le fonctionnement de la présente loi,
  - sur la violation d'une disposition de la présente loi ou des règlements,
  - sur toute allégation de supposition de personne, de manœuvres frauduleuses ou d'irrégularités à l'occasion d'un examen tenu par la Commission ou sous son autorité;

  et à la demande d'un ministre ou du directeur d'un organisme gouvernemental assujetti à la présente loi, elle examine toute question relative au personnel du ministère ou de l'organisme et fait rapport au ministre ou, le cas échéant, au directeur de l'organisme;
- sous réserve des dispositions de la présente loi, nomme les employés nécessaires à l'application de celle-ci;
- exerce les autres fonctions que la présente loi, une autre loi de la Législature ou le lieutenant-gouverneur en conseil lui assigne.

Conformément au paragraphe 5(3), l'autorité que possède la Commission de signer certains documents, procès-verbaux ou instruments, peut être déléguée à d'autres personnes, si la Commission le juge à propos.

Rôle de la Commission de la fonction publique

La Commission, en collaboration avec le Secrétariat du Conseil du Trésor, assure le développement et la prestation efficaces d'un service global de gestion des ressources humaines conformément à la *Loi sur la fonction publique*, répondant des politiques générales du gouvernement et appuyant les objectifs ministériels et organisationnels de ce dernier.

La *Loi sur la fonction publique* prévoit la gestion, l'orientation et l'administration des dossiers liés aux ressources humaines au sein de l'appareil gouvernemental, par l'action conjuguée du Conseil de la Commission de la fonction publique (qui est composé de sept membres) et d'un ministère dirigé par un sous-ministre et rendant compte, par l'intermédiaire de ce dernier, au ministre responsable de la *Loi sur la fonction publique*.

The Civil Service Commission Board consists of citizen and civil service members. A citizen member is designated chairperson of the Commission Board. A full-time commissioner, who is a civil servant, is deputy head of the department of the Civil Service Commission.

Programs and policies respecting human resource management for the civil service are developed under the provisions of *The Act* and government policy direction and are implemented under the authority of the Civil Service Commission or the Lieutenant Governor in Council.

Vision

A highly effective, professionally competent, respectful and responsive civil service that reflects the diversity of the Province and thereby contributes to the quality of life in Manitoba.

Mission

Lead the development, management and delivery of human resource strategies and programs consistent with the provisions of *The Civil Service Act*, responsive to general government policy and supportive of departmental and/or broad organizational goals.

Operating Principles

As a central agency, the Civil Service Commission believes that wherever practical it should position itself to set direction rather than impose direct action and therefore has aligned its core functions according to the following principles:

- emphasis on corporate service and policy guidance;
- alignment of functions to ease access of service;
- taking initiative to anticipate future demands;
- supporting the ability of managers to manage; and
- broadening the competencies of staff.

Long Term Goals

The purpose of the Civil Service Commission is advanced through achievement of the following long term goals:

- Corporate human resource plans and policies that meet the needs of central government;
- An inclusive workforce of employees committed to high standards of public service;
- Fair, equitable working conditions that attract and retain a competent, diverse and flexible workforce;
- Corporate services that promote effective performance management, organizational development, employee development and renewal;
- Corporate human resource management information systems that support informed decision-making.

Le Conseil de la Commission de la fonction publique est composé de représentants de la population et de membres de la fonction publique. Un représentant de la population est nommé président du Conseil de la Commission. Un commissaire à temps plein, qui est fonctionnaire, occupe également les fonctions de sous-ministre de la Commission de la fonction publique.

Les programmes et politiques de gestion des ressources humaines qui composent la fonction publique sont conçus conformément aux dispositions de la *Loi sur la fonction publique* et à l'orientation générale de la politique gouvernementale; ils sont mis en œuvre sous l'autorité de la Commission de la fonction publique ou du lieutenant-gouverneur en conseil.

Vision

Avoir une équipe de fonctionnaires hautement efficace, respectueuse et attentive, exerçant avec compétence des fonctions professionnelles, qui est représentative de la diversité au sein de la population et qui contribue de ce fait à la qualité de la vie au Manitoba.

Mission

Diriger l'élaboration, la gestion et la mise en œuvre de stratégies et de programmes de ressources humaines conformes à la *Loi sur la fonction publique* et aux politiques globales du gouvernement, et qui favorisent la réalisation des objectifs ministériels ou organisationnels de nature générale.

Principes directeurs

En tant qu'organisme central, la Commission de la fonction publique a comme politique de chercher à établir, autant que possible, une orientation générale plutôt que de devoir imposer des mesures directes. Par conséquent, elle a harmonisé ses fonctions de base de façon à respecter tous les principes mentionnés ci-dessous :

- priorité aux services ministériels et à l'orientation des politiques;
- harmonisation des fonctions de façon à faciliter l'accès au service;
- prise d'initiatives pour anticiper les exigences à venir;
- appui des compétences des gestionnaires;
- perfectionnement des compétences du personnel.

Objectifs à long terme

La réalisation des objectifs à long terme suivants permet l'avancement des desseins de la Commission de la fonction publique :

- en ce qui concerne les ressources humaines, des politiques et des plans généraux qui répondent aux besoins du gouvernement;
- la constitution d'une fonction publique inclusive, dont les employés s'engagent à travailler selon des normes supérieures de service;
- des conditions de travail justes et équitables, qui attirent et retiennent une équipe de travail compétente, diversifiée et souple;
- des services généraux qui favorisent une gestion du rendement efficace, le développement organisationnel, le perfectionnement professionnel des employés et le renouveau;
- un système d'information intégré de gestion des ressources humaines qui favorise la prise de décisions éclairées.

Functional Organization

The Civil Service Commission currently consists of an Executive Office, which performs managerial functions and provides services to the Civil Service Commission Board and three program areas, which deliver its specialized programs and services. The departmental organization structure appears in the organization chart. Additional information on each of the three program areas is included in the text of this report.

As of fiscal year 1994-1995, Organization and Staff Development (OSD) has been operating as a Special Operating Agency. A separate annual report is prepared for OSD.

As of fiscal year 2002-2003, responsibility for Service Manitoba was transferred to the Civil Service Commissioner for overall guidance and direction. The activities of Service Manitoba are included in this Annual Report.

Organisation fonctionnelle

La Commission de la fonction publique se compose actuellement d'une haute direction, laquelle assume les fonctions de gestion et procure des services au Conseil de la Commission de la fonction publique, et de trois domaines de programme, qui offrent des programmes et des services spécialisés. La structure organisationnelle de la Commission apparaît sur l'organigramme. On trouvera dans le présent rapport des renseignements supplémentaires sur chacun des trois domaines de programme de la Commission de la fonction publique.

Depuis l'exercice de 1994-1995, l'Organisme chargé du perfectionnement et de la formation fonctionne en tant qu'organisme de service spécial et fait l'objet d'un rapport annuel distinct.

Depuis l'exercice de 2002-2003, Service Manitoba relève du commissaire de la Commission de la fonction publique pour son orientation globale. Les activités de Service Manitoba sont incluses dans le présent rapport annuel.

2005-2006 HIGHLIGHTS

Renewal Strategy

The goals of the Civil Service Renewal Strategy, as announced in October 2003, remain:

1. Renewal - working for the Government of Manitoba is a rewarding and attractive career;
2. Sustainability – good service is maintained despite turnover and change;
3. Diversity – greater representation exists at all levels in the civil service;
4. Clarity – accountability for people development and leadership is clear.

Of significance in 2005-2006 is the fact that implementation of the strategy has evolved from a means to address pending turnover to a comprehensive and on-going plan that is revitalizing the civil service. There is now unprecedented attention on, and an operating structure to keep, people matters at the forefront – a collective, collaborative way to make the civil service an even better workplace and, in turn, provide even better public service.

In 2005-2006, many projects were completed or significantly advanced, projects that are:

- promoting workplace health and wellness;
- informing employees more effectively of the many new actions that are contributing to their workplace engagement and strengthening their service ethic;
- increasing the probability of attracting suitable candidates to difficult-to-fill positions;
- defining a comprehensive plan to strengthen the attraction, retention and advancement of a representative workforce;
- enhancing respect within the workplace;
- clarifying expectations and governance of the human resource function;
- reinforcing the values and ethical behaviour that the public continues to experience from the civil service;
- encouraging the attraction and deployment of employees to greatest service and career advantage;
- introducing and updating the policies that are needed for effective human resource management;
- establishing a comprehensive and standard orientation method for new employees.

Besides initiating and coordinating the projects, the Civil Service Commission continues to evaluate, refine and expand leadership development programs, career and networking supports, and events that are encouraging the retention and development of its leadership group.

The work of the Renewal Strategy continues to be guided by the Deputy Minister Advisory Committee on Human Resources, coordinated by the Civil Service Commission and executed by using a virtual organization of many dedicated managers, employees and human resource practitioners representing all departments.

In addition to the projects, many additional initiatives were undertaken and readied for implementation. Among those initiatives are ones that will:

- provide a framework and tools for anyone who is or wants to be a supervisor, manager or executive and realize their leadership potential;

ÉLÉMENTS PRINCIPAUX DE 2005-2006

Stratégie de renouvellement

Les objectifs de la Stratégie de renouvellement de la fonction publique, comme on l'a annoncé en octobre 2003, demeurent les mêmes, à savoir :

1. Renouvellement – carrière attrayante et stimulante au sein du gouvernement du Manitoba;
2. Stabilité – qualité des services maintenue malgré le roulement du personnel et les changements;
3. Diversité – représentativité accrue à tous les échelons de la fonction publique;
4. Clarté – responsabilité claire à l'égard du perfectionnement des personnes et du leadership.

L'évolution de la mise en œuvre de la stratégie a été d'une grande importance en 2005-2006. Au départ, il s'agissait d'un moyen de prendre des mesures à l'égard du roulement imminent des fonctionnaires, mais il s'agit maintenant d'un plan continu qui aide à revitaliser la fonction publique. Les questions liées au personnel occupent comme jamais auparavant une place de premier plan et il existe une structure opérationnelle pour que cela ne change pas. Il s'agit d'une façon collaborative et collective d'améliorer le milieu de travail au sein de la fonction publique et, ainsi, d'améliorer le service fourni par les fonctionnaires.

En 2005-2006, beaucoup de projets ont été terminés ou étaient à un stade très avancé. Ces projets permettent :

- de promouvoir la santé et le bien-être en milieu de travail;
- de renseigner plus efficacement les employés sur les nombreuses nouvelles actions qui aident à approfondir leur engagement dans le milieu de travail et à renforcer leur éthique du service;
- d'accroître la probabilité d'attirer des candidats compétents pour combler des postes difficiles à pourvoir;
- de définir un plan exhaustif pour renforcer le recrutement, le maintien et l'avancement professionnel d'une équipe représentative de fonctionnaires;
- de développer le respect dans le milieu de travail;
- de clarifier les attentes et les règles d'administration en matière de ressources humaines;
- de renforcer les valeurs et les comportements éthiques que les particuliers continuent d'apprécier dans leurs interactions avec des fonctionnaires;
- d'encourager le recrutement d'employés et leur affectation à des postes où ils peuvent le mieux rendre service et qui leur offrent des avantages sur le plan professionnel;
- de mettre en application et de mettre à jour les politiques nécessaires à une gestion efficace des ressources humaines;
- d'établir un programme d'orientation exhaustif et normalisé pour les nouveaux employés.

En plus de lancer et de coordonner ces projets, la Commission de la fonction publique continue d'évaluer, de perfectionner et d'élargir des programmes de perfectionnement en leadership, des services de développement de carrière et de réseautage et des activités qui favorisent le maintien et le perfectionnement de son groupe de leadership.

Tout le travail effectué dans le cadre de la stratégie de renouvellement continue d'être encadré par le comité consultatif des sous-ministres en matière de ressources humaines, coordonné par la Commission de la fonction publique et réalisé grâce au réseau virtuel de nombreux gestionnaires, employés et intervenants en ressources humaines de tous les ministères dont les compétences ont été mises à profit.

Outres ces projets, la Commission a lancé de nombreuses autres initiatives et en a préparé la mise en œuvre. Mentionnons notamment celles qui permettront :

- d'établir un cadre et des outils pour toute personne qui occupe ou qui veut occuper un poste de supervision, de gestion ou de direction, et qui veut réaliser son potentiel de leadership;

- enhance the probability of increased representation of women in more senior or non-traditional positions, through self-assessment, networking, training and other forms of development;
- provide for the continuous learning of employees in ways that meet both department and individual expectations;
- establish a network to promote the retention and engagement of new professionals.

Leadership Development Initiative

The Civil Service Commission continued to refine the Leadership Development Initiative, an integrated series of learning and work opportunities intended to encourage the retention and advancement of leaders. A central component of the initiative is the Manitoba Strategy/Leadership Program, an intensive week-long training and education event that is designed specifically to meet the needs of the civil service and is facilitated by the Queen's School of Business. Those participating will be required to share their learning with their department, provide career guidance or mentoring, and to participate in mutually beneficial renewal-related activities as identified by the Civil Service Commission. Participants will also participate in Career Advisory Panels, an innovative approach to receiving career advice from the Government's Executive Managers. To date 83 employees have participated in various forms of the program.

Women's Leadership Program

The Women's Leadership Program was introduced in January 2006 and was piloted with 30 participants in March 2006. Its purpose is to help women in the civil service achieve their full leadership potential and to support the Government's employment equity goal of increasing the number of qualified women ready to assume leadership positions. Any female employee is eligible to participate, provided they aspire to be in a leadership role and are not currently in a senior manager or executive position. The one-year pilot program consists of: orientation, networking, coaching, career planning and skill development.

Leadership @ All Levels

The Leadership @ All Levels pilot began in March 2006, with 55 employees from 7 departments participating. Leadership @ All Levels is a hands-on resource designed to give leaders in the Manitoba civil service and those who aspire to be leaders, a clear understanding of what is expected of them, including the competency standards for supervisors, managers and senior managers/executives. Participants will complete a self-assessment that confirms their strengths and skill gaps and they will build personal development plans that reflect their current and future career goals, while ensuring a strong connection is made to the vision and goals of their department. Orientation sessions were held to provide information on how this initiative can help employees develop leadership skills.

Career Assistance for Members of Visible Minorities and Immigrants

This initiative focuses on increasing the representation of members of visible minorities in the provincial civil service. Program activities included the implementation of the Career Gateway Program for Members of Visible Minorities which began in 2004-2005. Seven individuals participated in this program in 2005-2006 with sponsoring departments including Health, Labour and Immigration, Transportation and Government Services, Advanced Education and Training, Education Citizenship and Youth, Agriculture, Food and Rural Initiatives, Water Stewardship and the Civil Service Commission. To date, 10 individuals have participated in the program, two individuals have completed the program and those two individuals have been placed in civil service positions.

- d'améliorer la probabilité d'une représentation accrue des femmes dans des postes de direction ou des postes « non traditionnels », grâce à des activités d'auto-évaluation, de réseautage et de formation et à d'autres formes de perfectionnement;
- d'offrir des possibilités d'apprentissage continu pour les employés qui répondent aux attentes des ministères et des employés;
- d'établir un réseau afin d'encourager le maintien et l'engagement des nouveaux professionnels.

Initiative de perfectionnement en leadership

La Commission de la fonction publique continue d'améliorer davantage son initiative de perfectionnement en leadership, qui est une série de possibilités d'apprentissage et d'emploi intégrées visant à favoriser le maintien et l'avancement professionnel des leaders. Le programme de leadership et de planification stratégique du Manitoba est une composante importante de cette initiative. Il s'agit d'une semaine intensive de formation et d'études spécialement conçue pour répondre aux besoins des fonctionnaires et animée par le personnel de la Queen's School of Business. Les participants seront tenus de respecter leur obligation de transmettre leurs expériences, d'offrir de l'orientation professionnelle et de l'encadrement, et de participer à des activités de renouvellement mutuellement bénéfiques choisies par la Commission. Les participants feront aussi partie de groupes consultatifs sur les carrières, ce qui est une façon innovatrice d'obtenir des conseils sur les carrières de la part de la haute direction du gouvernement. Jusqu'à présent, 83 employés ont participé à divers volets du programme.

Programme de leadership pour les femmes

Le programme de leadership pour les femmes a été lancé en janvier 2006 en tant que projet pilote auquel 30 femmes ont participé en mars 2006. Le programme vise à aider les femmes au sein de la fonction publique à réaliser pleinement leur potentiel de leadership et à appuyer l'objectif du gouvernement en matière d'équité en emploi en augmentant le nombre de femmes qualifiées et prêtes à occuper un poste de leadership. Toute employée est admissible au programme, pourvu qu'elle aspire à assumer un rôle de leadership et qu'elle n'occupe pas déjà un poste de haute direction. Le projet pilote d'un an comprend les éléments suivants : orientation, réseautage, encadrement, planification de carrière et amélioration des compétences.

Leadership à tous les niveaux

Le projet pilot Leadership à tous les niveaux a été lancé en mars 2006. Cinquante-cinq employés de sept ministères participants ont été choisis pour le projet pilote. Leadership à tous les niveaux est une ressource pratique conçue pour permettre aux leaders au sein de la fonction publique manitobaine qui veulent devenir des leaders de bien comprendre ce qui est attendu d'eux et de connaître les normes de compétences s'appliquant aux superviseurs, aux gestionnaires et à la haute direction. Chaque participant effectuera une auto-évaluation afin de confirmer ses forces et ses lacunes sur le plan de ses compétences, puis il créera un plan de développement personnel qui tient compte de ses objectifs de carrière actuels et futurs, tout en établissant un lien étroit entre son plan et la vision et les objectifs de son ministère. Des séances d'orientation ont été tenues pour fournir des renseignements sur la façon dont cette initiative peut aider les employés à développer des compétences en leadership.

Programme d'aide professionnelle destiné aux personnes des minorités visibles et aux immigrants

Cette initiative vise à accroître le nombre de personnes issues des minorités visibles au sein de la fonction publique provinciale. Le programme comportait notamment des activités de mise en œuvre du programme Accès carrière pour les personnes des minorités visibles, lancé en 2004-2005. En 2005-2006, sept personnes ont participé à ce programme, sous le parrainage, entre autres, des ministères de la Santé, du Travail et de l'Immigration, des Transports et des Services gouvernementaux, de l'Enseignement postsecondaire et de la Formation professionnelle, de l'Éducation, de la Citoyenneté et de la Jeunesse, de l'Agriculture, de l'Alimentation et des Initiatives rurales, de la Gestion des ressources hydriques, et sous le parrainage de la Commission de la fonction publique. Jusqu'à présent, dix personnes ont participé au programme, deux personnes ont terminé le programme et ces deux personnes occupent maintenant des postes dans la fonction publique.

The Civil Service Commission also partnered with the Department of Education, Citizenship and Youth's Volunteers in Public Service Program to facilitate volunteer placements for immigrant professionals in government with 21 individuals receiving placements to date. Increased outreach activities with community organizations and employment agencies serving the visible minority and immigrant communities also took place during the past fiscal year to increase access to employment related information.

Persons with Disabilities Career Assistance Program

The Persons with Disabilities Career Assistance Program designed to support the employment of persons with disabilities began in 2001-2002. The program allows specific assessment, accommodation and placement of persons with disabilities into government positions with the goal of determining and addressing workplace accommodation needs and employment opportunities. To date, 22 people have participated in the program with 11 individuals being placed in civil service positions. Six individuals are participating in the program this fiscal year. The program coordinator regularly meets with individuals to assess skills and discuss the availability of suitable positions, and engages in outreach activities with employment agencies and government departments to increase awareness of the program. Applicants are invited to attend employment information sessions. Government managers participating in the program are also provided an opportunity to attend the workshop offered by Organization and Staff Development on Duty to Accommodate: Hiring and Managing Workers with Disabilities.

Millennium Scholarship Foundation Excellence Award Laureates Summer Internship Program

The Clerk of the Executive Council and the Civil Service Commissioner supported a program to provide summer internships for exceptional students who are awarded Excellence Awards through the Millennium Scholarship Foundation. The purpose of the program is to provide outstanding students an opportunity for summer employment with the Government of Manitoba to encourage them to consider a career in the civil service. Four students were placed in government positions for the summer of 2002, five students were placed for the summer of 2003, eleven students were placed in the summer of 2004 and ten students were placed for the summer of 2005.

Aboriginal Management Development Program (AMDP)

The Aboriginal Management Development Program is a two-year program to train and develop Aboriginal civil service employees in order that they may successfully compete for professional and managerial career opportunities within the civil service. The AMDP is a partnership between the Civil Service Commission and the participating departments. Thirty-one interns have successfully completed the program. In September 2005, the fifth intake recruited five new interns. Classroom training for this intake has commenced. Departmental sponsors for the fifth intake included: Conservation, Family Services and Housing, Health, Justice and Water Stewardship.

Aboriginal Public Administration Program (APAP)

The Aboriginal Public Administration Program co-sponsored by the Civil Service Commission and the Department of Aboriginal and Northern Affairs is a two-year internship program to provide training and development opportunities to Aboriginal interns in order that they may successfully compete for professional and managerial career opportunities within the civil service. Sixteen interns have successfully completed the program and fifteen have been placed in civil service positions. Five interns were selected in June of 2005 and are presently in work placements with government departments. A new intake of interns will begin in June 2007.

La Commission de la fonction publique a par ailleurs formé un partenariat avec le Programme de bénévolat dans la fonction publique du ministère de l'Éducation, de la Citoyenneté et de la Jeunesse pour favoriser l'intégration de professionnels immigrants volontaires au sein de l'appareil gouvernemental. Jusqu'à présent, 21 personnes ont ainsi été placées. Durant le dernier exercice, il y a eu un nombre accru d'activités de relations externes auprès des organismes communautaires et des agences de placement au service des minorités visibles et des immigrants, afin que ces derniers aient un meilleur accès à l'information sur l'emploi.

Programme d'aide professionnelle destiné aux personnes handicapées

Le Programme d'aide professionnelle destiné aux personnes handicapées, qui vise à appuyer l'emploi de personnes handicapées, a été mis en place en 2001-2002. Ce programme permet de procéder à une évaluation, à une adaptation et à un placement spécifiques de ces personnes dans des postes au sein du gouvernement, le but étant de cerner les besoins en matière d'adaptation en milieu de travail et d'y répondre, tout en déterminant les possibilités d'emploi. Jusqu'à présent, 22 personnes ont participé au programme et 11 personnes ont été affectées à des postes au sein de la fonction publique. Six personnes participent au programme au cours du présent exercice. Le coordonnateur du programme rencontre régulièrement les gens pour évaluer les compétences et voir s'il existe des postes pouvant leur convenir, en plus de participer à des activités d'extension auprès des agences de placement et des ministères du gouvernement afin de les sensibiliser davantage au programme. Les candidats sont invités à assister à des séances d'information sur l'emploi. Les gestionnaires du gouvernement qui participent au programme ont aussi l'occasion d'assister à l'atelier sur l'obligation de prendre des mesures d'adaptation en ce qui concerne l'embauche et la gestion de travailleurs handicapés. Cet atelier est organisé par l'Organisme chargé du perfectionnement et de la formation.

Programme de stages d'été destiné aux lauréats de prix d'excellence de la Fondation des bourses d'études du millénaire

Le greffier du Conseil exécutif et le commissaire de la Commission de la fonction publique ont parrainé le programme visant à offrir des stages d'été aux étudiants exceptionnels à qui l'on a décerné des prix d'excellence par l'entremise de la Fondation des bourses d'études du millénaire. Le programme vise à donner aux étudiants exceptionnels l'occasion d'obtenir un emploi d'été au sein du gouvernement du Manitoba afin de les encourager à envisager une carrière dans la fonction publique. Ainsi, quatre étudiants ont été affectés à des postes au sein du gouvernement pendant l'été de 2002, cinq à l'été de 2003, onze à l'été de 2004 et dix autres durant l'été de 2005.

Programme de perfectionnement en gestion destiné aux Autochtones

Le Programme de perfectionnement en gestion destiné aux Autochtones est un programme d'une durée de deux ans. Il permet de former les employés autochtones de la fonction publique pour qu'ils puissent se présenter avec succès aux concours de la fonction publique donnant accès à des carrières professionnelles ou de gestion au sein du gouvernement. Le programme est une entreprise conjointe de la Commission de la fonction publique et des ministères participants. Trente et un stagiaires ont terminé le programme avec succès. En septembre 2005, un cinquième contingent de cinq stagiaires a été sélectionné. Ce contingent, qui a déjà commencé la formation en classe, a été parrainé notamment par les ministères de la Conservation, des Services à la famille et du Logement, de la Santé, de la Justice et de la Gestion des ressources hydriques.

Programme d'administration publique à l'intention des Autochtones

Le Programme d'administration publique à l'intention des Autochtones est un programme de stages d'une durée de deux années parrainé par la Commission de la fonction publique et le ministère des Affaires autochtones et du Nord. Il permet d'améliorer les possibilités de formation et de perfectionnement professionnel de stagiaires Autochtones pour qu'ils puissent se présenter avec succès à des concours donnant accès à des postes professionnels et en gestion dans la fonction publique. Seize stagiaires ont terminé le programme avec succès et quinze d'entre eux occupent maintenant des postes dans la fonction publique. Cinq stagiaires ont terminé le programme, dont un en août 2005, ou le termineront en mai 2007. Un nouveau contingent de stagiaires arrivera en juin 2007.

Financial Management Development Program (FMDP)

The Financial Management Development Program sponsored by the Civil Service Commission and the Department of Finance is a three-year internship program to provide training and development opportunities to interns interested in financial management in order that they may successfully compete for financial management career opportunities within the civil service. Six interns completed the program and have been placed in civil service positions. Six interns accepted civil service positions prior to completing the program. A sixth intake of three interns commenced in June 2005. The program is presently under review.

Management Internship Program (MIP)

The Management Internship Program is a three-year training program to provide training and development opportunities to interns with an interest in the public sector in order that they may successfully compete for professional and managerial career opportunities within the civil service. To date 28 interns have completed the program and been placed in civil service positions. Twenty-four of those placed continue to be part of the civil service in Manitoba. A tenth intake of five interns commenced employment with the program in June 2005. A new intake of interns is scheduled for June 2006.

Corporate Development

The Civil Service Commission continued to sponsor training and advisory services. These services support good human resource practice, encourage a renewed and representative civil service, and promote the best use of employee talent. In 2005-2006, the sponsorship resulted in 455 training workshops or in-department development events and involved at least 6,470 employees. The workshops and services focused on the topics of human resource management skills for managers, communicating with Aboriginal people, cultural diversity, hiring and employing workers with disabilities, and staffing skills for managers and human resource professionals.

Competency Based Human Resource Management

Competency based human resource management continues to be a major focus of the Civil Service Commission. During 2005-2006, work was completed on the Employee Development Workbook and updating the Manitoba Corporate Competency Catalogue. As well, work continued on the SAP Qualifications and Requirements application which contains the competency catalogue and allows for the automated capture of employee qualifications and role/position competency requirements. It will provide an automated means to match employee competencies to job requirements and provide detail and summary reports on employee and job profile competency information.

In addition, Human Resource Programs have been working to blend competency based management, behaviour description interviewing and prior learning assessment principles and techniques into all assessment/evaluation programs and workshops.

Diversity and Employment Equity Initiatives

The Civil Service Commission continued to take an active leadership role in the area of diversity and employment equity to develop diversity and employment equity initiatives to best support the diversity and equity goals of government. Diversity and Employment Equity initiatives for 2005-2006, in addition to internship programs, included:

Programme de perfectionnement en gestion financière

Le Programme de perfectionnement en gestion financière, parrainé par la Commission de la fonction publique et le ministère des Finances, prend la forme d'un stage de trois ans offrant des possibilités de formation et de perfectionnement aux stagiaires qui s'intéressent à la gestion financière, afin qu'ils puissent se présenter avec succès à des concours donnant accès à différents postes en gestion financière dans la fonction publique. Six stagiaires ont terminé le programme avec succès et occupent maintenant des postes dans la fonction publique. Six stagiaires ont accepté des postes au sein du gouvernement avant de terminer le programme. Un sixième contingent de trois stagiaires a entamé le programme en juin 2005. Ce programme est présentement en cours de révision.

Programme de stages en gestion

Le Programme de stages en gestion est un programme de trois ans qui offre des possibilités de formation et de perfectionnement aux stagiaires que le secteur public intéresse. Il leur permet de se présenter avec succès aux concours de la fonction publique et d'obtenir ainsi des postes professionnels et en gestion au sein de l'appareil gouvernemental. À ce jour, 28 stagiaires ont terminé le programme et ont obtenu un poste dans la fonction publique. Vingt-quatre de ces stagiaires travaillent toujours au sein de la fonction publique du Manitoba. Un dixième contingent de cinq stagiaires a commencé à travailler en juin 2005 grâce à ce programme. On attend un nouveau contingent de stagiaires pour juin 2006.

Développement des services ministériels

La Commission de la fonction publique continue à parrainer des services de formation et de consultation. Ces services encouragent les bonnes pratiques en matière de ressources humaines, une fonction publique renouvelée et représentative, ainsi qu'une meilleure utilisation des talents des fonctionnaires. En 2005-2006, ce parrainage a permis d'organiser 115 ateliers de formation ou activités de perfectionnement internes, auxquels ont participé au moins 1 590 employés. Les ateliers et les services offerts ont abordé surtout les questions suivantes : compétences de gestion des ressources humaines pour les gestionnaires, communication avec les Autochtones, diversité culturelle, embauche et gestion de travailleurs handicapés, et perfectionnement des compétences en dotation à l'intention des gestionnaires et des spécialistes des ressources humaines.

Gestion des ressources humaines axée sur les compétences

La gestion des ressources humaines axée sur les compétences continue d'être une priorité stratégique importante de la Commission de la fonction publique. En 2005-2006, on a parachevé le travail sur le guide de perfectionnement des employés et fini la mise à jour du catalogue des compétences au sein de la fonction publique du Manitoba. De la même manière, on a continué à travailler à l'application Qualifications et exigences du système SAP, qui comprend le fichier principal de catalogage des compétences et permet l'enregistrement automatisé des qualifications des fonctionnaires et des exigences du domaine d'activité ou du poste. Il s'agit d'un moyen d'apparier les compétences des fonctionnaires aux exigences du poste et de fournir des rapports détaillés et sommaires concernant les données sur les employés et les profils d'emploi.

Les Programmes des ressources humaines se sont employés en outre à intégrer les principes et les techniques de gestion axés sur les compétences, d'entrevues fondées sur la description des comportements ainsi que de reconnaissance des acquis à tous les programmes et ateliers d'évaluation.

Initiatives axées sur la diversité et l'équité en emploi

La Commission de la fonction publique continue à jouer un rôle prépondérant dans le domaine de la diversité et de l'équité en emploi afin d'élaborer des initiatives qui visent à aider au maximum le gouvernement à réaliser ses objectifs au chapitre de la diversité et de l'équité en emploi. Les initiatives en 2005-2006, en plus des programmes de stages, incluaient notamment les suivantes :

Diversity and Employment Equity Policy – Communication, Consultation and Education

In 2005-2006, the Civil Service Commission continued to communicate, consult and educate departments on the revised Diversity and Employment Equity Policy. The Commission, in partnership with departmental employment equity coordinators, delivered policy information updates to departmental executive management committees. Information sessions were also delivered to the human resource community, managers and some departmental Renewal Committees in Winnipeg and the rural centres of Dauphin and Brandon. Information sessions were incorporated into existing internal training delivered through Organization and Staff Development on Valuing Diversity in the Workplace and Duty to Accommodate. A partnership with the Manitoba Human Rights Commission was also undertaken to provide training to managers on the duty to accommodate within the Government of Manitoba.

The Civil Service Commission participated in the Department of Family Services and Housing Minister's Committee on the Employability for Persons with Disabilities and various sub-committees. The Civil Service Commission also partnered with the Department of Family Services and Housing and the Department of Health to support their *Diversity Within* initiative; an initiative with the intent of increasing awareness and education among staff. Several activities were undertaken within this initiative including the planning and implementation of the Diversity Challenge.

The Civil Service Commission continued its involvement with departments and crown corporations to share best practices and programs related to diversity and employment equity. The Commission also worked collaboratively through its involvement on internal and external committees in looking for solutions and opportunities to increase access to participation in the workplace by equity group members.

Annual Diversity and Employment Equity Update Conference

The Civil Service Commission hosted the Annual Diversity and Employment Equity Update Conference for the government human resource and management community. At the June 2005 Conference, the Honourable Greg Selinger, Minister Responsible for *The Civil Service Act*, confirmed the Government's support for diversity and employment equity. The agenda included an address by the Civil Service Commissioner on the importance of building an inclusive workplace that reflects the diversity of the Province. Dan Highway, former Diversity and Employment Equity Coordinator of Manitoba Transportation and Government Services, delivered the keynote address. Also included on the agenda were a presentation by Cathy Woods from the Manitoba Government and General Employees' Union (MGEU) and a panel presentation by human resource and management representatives of departments and crown corporations. The event concluded with remarks by the Civil Service Commissioner on the future goals of diversity and employment equity.

Outreach Activities

The Civil Service Commission continued to engage in active outreach activities in order to promote career opportunities in the civil service with various diversity groups and employment equity organizations as well as universities and colleges. Outreach activities included:

- participation in the Manitoba Business Leadership Network Job Fair for persons with disabilities;
- meetings with organizations representing persons with disabilities;
- participation in the Winnipeg Chamber of Commerce Aboriginal Job Fair;
- participation in the Brandon Aboriginal Job Fair;
- participation in the Rotary Club Career Symposium;

Politique de diversité et d'équité en emploi – Communication, consultation et éducation

En 2005-2006, la Commission de la fonction publique a continué ses activités de communication, de consultation et d'éducation auprès des ministères relativement à la politique améliorée de diversité et d'équité en emploi. La Commission, en partenariat avec les coordonnateurs de l'équité en emploi au sein des ministères, a entrepris la diffusion des mises à jour sur la politique aux comités ministériels de la haute direction. Des séances d'information ont aussi été organisées à l'intention des intervenants en ressources humaines, des gestionnaires et de certains comités de renouvellement ministériels, à Winnipeg et dans les localités rurales de Dauphin et Brandon. Des séances d'information ont été intégrées à la formation interne actuellement fournie par l'entremise de l'Organisme chargé du perfectionnement et de la formation et qui porte sur la valorisation de la diversité en milieu de travail et sur l'obligation de prendre des mesures d'adaptation. Un partenariat a également été établi avec la Commission des droits de la personne du Manitoba en vue de donner aux gestionnaires une certaine formation sur l'obligation de prendre des mesures d'adaptation au sein du gouvernement.

La Commission de la fonction publique a participé aux activités du comité sur l'employabilité des personnes handicapées et de divers sous-comités du ministère des Services à la famille et du Logement. En outre, la Commission s'est associée au ministère des Services à la famille et du Logement et au ministère de la Santé afin d'appuyer son initiative *Diversity Within*, qui vise à sensibiliser davantage le personnel à cette question. Plusieurs activités se sont déroulées dans le cadre de cette initiative, notamment la planification et la mise en œuvre du Défi des personnes handicapées.

La Commission a continué à travailler de concert avec les ministères et les sociétés d'État pour ce qui est du partage des pratiques exemplaires et des programmes liés à la diversité et à l'équité en emploi. Elle a en outre tenté de trouver, dans le cadre de sa collaboration à des comités internes et externes, des moyens de rendre plus accessibles les milieux de travail pour les groupes désignés aux fins de l'équité en emploi.

Annual Diversity and Employment Equity Update Conference

La Commission de la fonction publique a organisé la conférence *Annual Diversity and Employment Equity Update Conference* à l'intention de la collectivité des ressources humaines et des gestionnaires du gouvernement. Lors de la conférence, tenue en juin 2005, le ministre responsable de la fonction publique, M. Greg Selinger, a confirmé le soutien du gouvernement aux principes de diversité et d'équité en emploi. L'ordre du jour de la conférence incluait une intervention de la Commission de la fonction publique sur l'importance de créer un milieu de travail qui favorise l'inclusion et qui reflète la diversité de la province. M. Dan Highway, anciennement coordonnateur de la diversité et de l'équité en emploi du ministère des Transports et des Services gouvernementaux, a prononcé le discours d'ouverture. L'ordre du jour incluait aussi une présentation de M^me^ Cathy Woods du Syndicat des employés généraux et des fonctionnaires du Manitoba et un exposé d'un groupe de représentants des ressources humaines et des gestionnaires œuvrant au sein de ministères et de sociétés d'État. La conférence s'est terminée avec un bref discours prononcé par le commissaire de la Commission de la fonction publique au sujet des objectifs futurs au chapitre de la diversité et de l'équité en emploi.

Activités d'extension

La Commission de la fonction publique continue à participer à des activités d'extension afin de promouvoir les perspectives de carrière au sein de la fonction publique, en collaboration avec divers groupes sur la diversité et d'organismes d'équité en emploi, ainsi que des collèges et universités. Les activités d'extension incluaient notamment :

- la participation au salon de l'emploi pour les personnes handicapées organisé par le Manitoba Business Leadership Network;
- la tenue de rencontres avec des organismes représentant les personnes handicapées;
- la participation à la journée-carrières pour les Autochtones organisée par la Chambre de commerce de Winnipeg;
- la participation au salon de l'emploi pour les Autochtones de Brandon;
- la participation au salon des carrières Rotary;

- participation in the Afro-Caribbean Association Job Recruitment Fair;
- ongoing outreach to Aboriginal communities across the Province on behalf of departments that serve Aboriginal people;
- ongoing outreach to organizations representing the visible minority community and employment agencies that work with members of visible minorities and/or immigrant clients; and
- ongoing participation in conferences and committees relating to increasing the representation and improving the distribution of women in government at all levels.

Sustainable Development Initiatives

The Civil Service Commission is a small department whose operations are primarily housed within three small office building locations in Winnipeg. During 2005-2006, the Commission continued to focus on its Sustainable Development framework document developed in 2002 to manage sustainable development action plans during the fiscal year. The document focuses on those areas that a small department, in an office setting, can address.

During 2005-2006, the Civil Service Commission communicated sustainable development information to its employees in terms of general awareness messages and continued with a number of activities previously started in prior fiscal years. These included: continued use of re-cycled paper in photocopiers and all computer printers; using two sided printing of documents and other printed material as a standard where feasible to minimize the use of paper and toner; using re-cycled toner cartridges for all computer printers; and continued work with central responsibility areas to investigate and implement the appropriate disposal of recyclable items such as cans, newspapers and plastics in conjunction with a government-wide solution.

Technology Initiatives

The Civil Service Commission continued to support its technology capabilities in order to assist the Commission's program areas and to provide government-wide human resource management systems, processes and procedures to support government human resource priorities. Technology initiatives for 2005-2006 included:

Corporate and Department Human Resource Reporting

Management Information and Support Services (MISS) continued to work with Human Resource Programs and Labour Relations Division, Treasury Board Secretariat, as well as representatives of all departments in defining and implementing processes, tools, services and reports to assist in the extraction and analysis of information from SAP in support of the Renewal Initiative.

The Civil Service Commission Corporate HR Reporting system, a web based reporting solution for integrating SAP extract data and SAP reports was completed. As a proof-of-concept, an HR data mart prototype was created to improve trend analysis capabilities. This work will continue to more closely integrate HR reporting with HR programs and services.

Internet/Intranet Web Sites

MISS continued to support the Commission's new Internet site implemented in early 2004 and also provided support to the Organizational and Staff Development's Internet site.

- la participation au salon de recrutement de l'Afro-Caribbean Association;
- des activités d'extension continues avec les collectivités autochtones de toute la province au nom des ministères leur dispensant des services;
- des activités d'extension continues avec des organismes représentant les minorités visibles et les agences de placement qui collaborent avec des personnes des minorités visibles ou des clients immigrants;
- la participation continue à des conférences et à des comités qui travaillent à accroître le nombre de femmes et à améliorer leur répartition à tous les échelons du gouvernement.

Initiatives de développement durable

La Commission de la fonction publique n'est pas un grand ministère : ses centres d'activités tiennent dans trois petits immeubles à bureaux situés à Winnipeg. En 2005-2006, la Commission a continué à s'appuyer sur le document cadre rédigé en 2002 pour la gestion de ses plans d'action en matière de développement durable au cours de l'exercice. Le document porte principalement sur les domaines qu'un petit ministère peut examiner dans des bureaux.

En 2005-2006, la Commission de la fonction publique a diffusé à ses employés des messages de sensibilisation générale sur le thème du développement durable et elle a maintenu diverses activités entamées au cours des exercices précédents. Elle a notamment continué à favoriser l'utilisation de papier recyclé dans les photocopieurs et dans toutes les imprimantes reliées à un ordinateur; elle a maintenu, dans la mesure du possible, la norme relative à l'impression des deux côtés pour les documents et autres textes imprimés, afin de minimiser l'utilisation du papier et de la poudre imprimante, et l'utilisation de cartouches de poudre d'imprimante recyclées dans le cas de ses imprimantes reliées à des ordinateurs. Elle a en outre continué à collaborer avec les pouvoirs centraux pour trouver les meilleurs moyens d'éliminer des articles recyclables tels les canettes, les journaux et les objets en plastique, dans l'optique d'en arriver à une solution viable à l'échelle du gouvernement.

Initiatives technologiques

La Commission de la fonction publique a continué à fournir le soutien nécessaire à ses capacités technologiques afin d'appuyer ses domaines de programmes et de fournir des systèmes, des méthodes et des procédures de gestion des ressources humaines à l'échelle gouvernementale en vue de soutenir les priorités du gouvernement en matière de ressources humaines. Au nombre des initiatives prises en 2005-2006 relativement à la technologie, mentionnons ce qui suit :

Transmission globale et ministérielle des données sur les ressources humaines

La Direction de l'information de gestion et des services de soutien a maintenu sa collaboration avec les Programmes des ressources humaines et la Division des relations du travail, le Secrétariat du Conseil du Trésor ainsi que des représentants ministériels afin de déterminer et de mettre en œuvre des procédés, des outils et des services, et de rédiger des rapports, pour aider les ministères à extraire et à analyser les données de SAP, à l'appui de l'initiative de renouvellement.

Le système d'information sur les ressources humaines de la Commission de la fonction publique, qui est un outil sur le Web permettant l'intégration des données extraites du système SAP et des rapports SAP, a été achevé. Un prototype de dépôt de données de ressources humaines a été créé, à titre de projet de validation de principe, afin d'améliorer les capacités d'analyse de tendances. Ces efforts permettront de continuer une intégration plus étroite des rapports et des programmes et des services des ressources humaines.

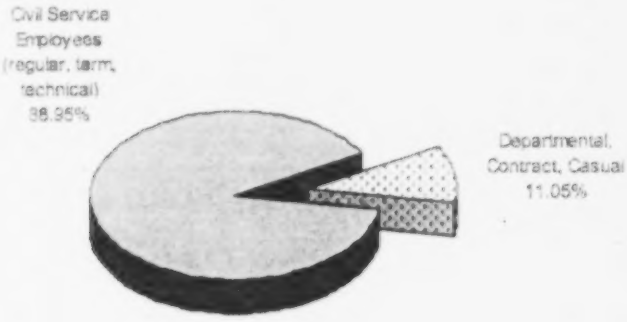
Sites Web dans Internet et dans le réseau intranet

La Direction de l'information de gestion et des services de soutien a continué d'offrir son soutien pour le nouveau site Web de la Commission mis en place au début de 2004, en plus de fournir de l'aide pour le site Web sur l'Organisme chargé du perfectionnement et de la formation.

STATISTICS – As of March 31, 2006

Civil Service Employee Statistics

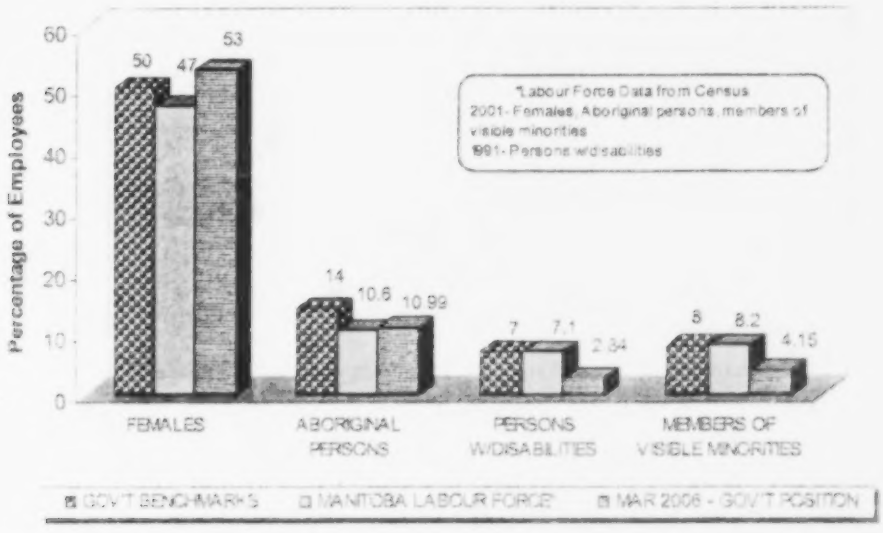
As of March 31, 2006, the total number of civil service employees was 13,701. This includes 12,187 civil service employees (regular, term and technical employees) and 1,514 departmental, contract and casual employees.



Note: Does not include employees on inactive status.

Employment Equity Statistics

As of March 31, 2006, the representation of employment equity groups in the civil service was: women 53%; Aboriginal persons 10.99%; persons with disabilities 2.84%, and members of visible minorities 4.15%.

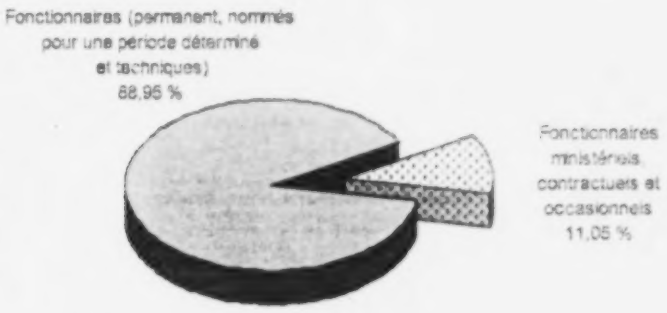


Notes: These totals include both active and inactive; regular, term, technical and departmental employees in the calculations. The statistics for Aboriginal persons, Persons with Disabilities and members of Visible Minorities are based on employee self-declarations.
Established Benchmarks in 2003-2004 that reflect the population and workforce in Manitoba based on 2001 census data and community consultations.

STATISTIQUES - AU 31 MARS 2006

Statistiques sur les fonctionnaires

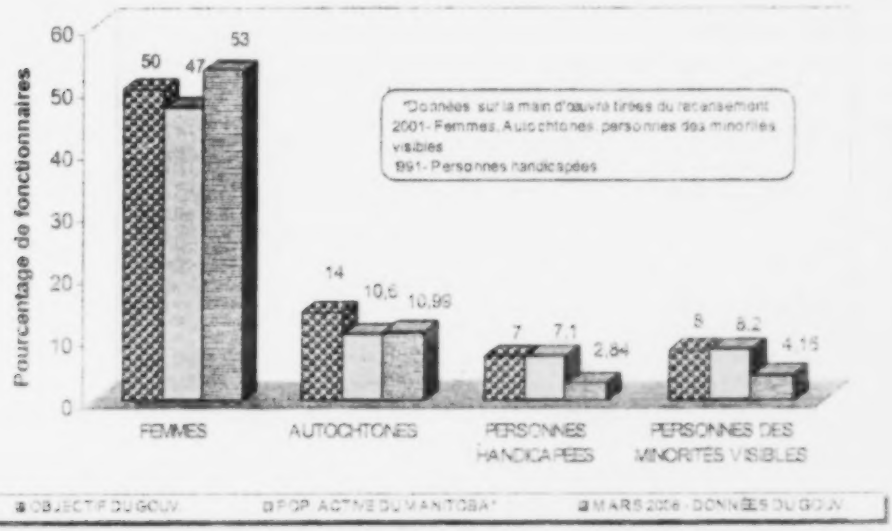
A compter du 31 mars 2006, la fonction publique comptait 13 701 fonctionnaires au total, dont 12 187 employés (permanents, nommés pour une période déterminée et techniques) et 1 514 fonctionnaires ministériels, contractuels et occasionnels.


Fonctionnaires (permanent, nommés pour une période déterminé et techniques) 88,95 %
Fonctionnaires ministériels contractuels et occasionnels 11,05 %

Remarque : Ces chiffres n'incluent pas les employés inactifs.

Statistiques sur l'équité en emploi

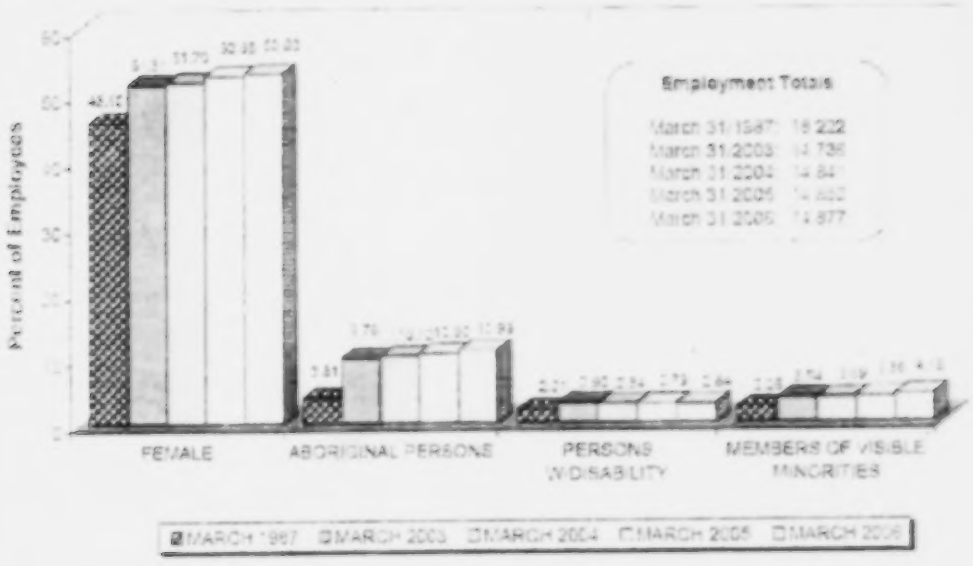
Au 31 mars 2006, la répartition dans la fonction publique des groupes désignés aux fins de l'équité en emploi était la suivante : 53 % de femmes, 10,99 % d'Autochtones, 2,84 % de personnes handicapées et 4,15 % de personnes des minorités visibles.



Remarque: Les totaux incluent les employés actifs et inactifs (permanents, nommés pour une période déterminée et techniques) ainsi que les fonctionnaires ministériels. Les statistiques pour les Autochtones, les personnes handicapées et les personnes des minorités visibles proviennent des autodéclarations des employés.
De nouveaux objectifs repères ont été établis en 2003-2004, qui représentent mieux la population et la population active du Manitoba selon le Recensement de 2001 et les consultations auprès de collectivités.

Employment Equity Statistics - Trend Data

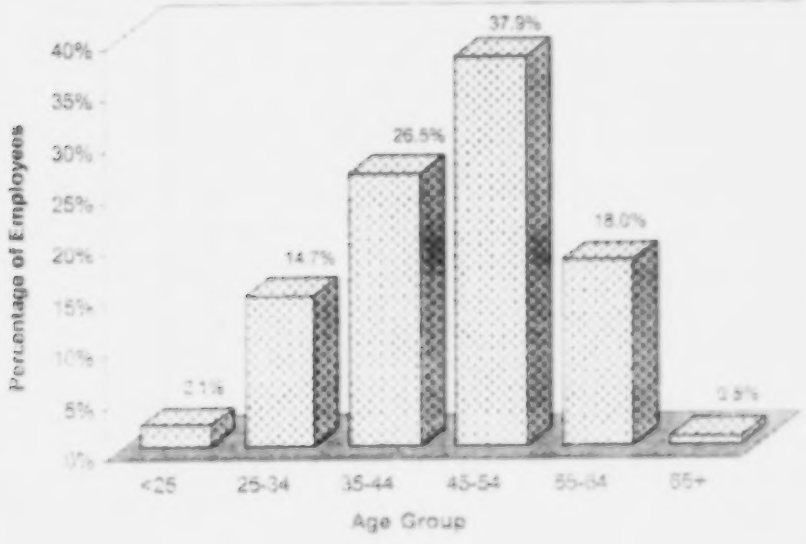
The chart below shows the representation of employment equity groups in the civil service over a 4-year period as of fiscal year end and the 1987 representation data.



Notes: These totals include both active and inactive employees in the calculations and as such the employment totals will not match employment totals published in the appendices of this annual report.

Percentage of Employees by Age Group

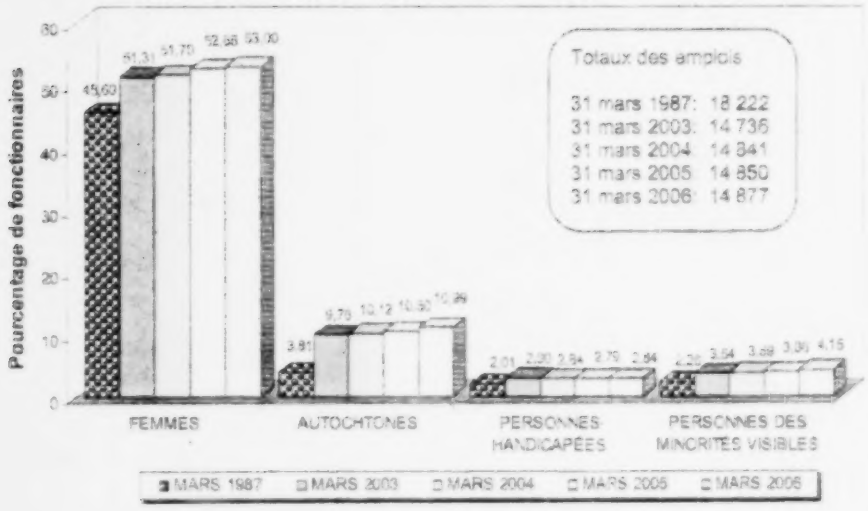
The percentage of civil service employees by age group as of March 31, 2006



Note: These totals include only regular, term and technical employees. They do not include employees on inactive status.

Statistiques sur l'équité en emploi – Données sur les tendances

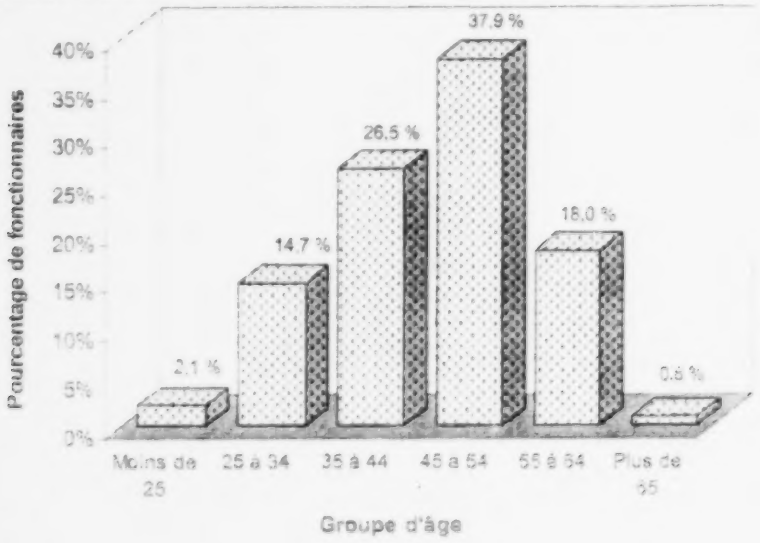
Le diagramme suivant montre la répartition dans la fonction publique des groupes désignés aux fins de l'équité en emploi pour la période de quatre ans se terminant le 31 mars 2006, ainsi que les données de la répartition en 1987.



Remarque : Les totaux incluent les employés actifs et inactifs. Par conséquent, les totaux des emplois ne correspondront pas aux totaux des emplois publiés dans les annexes du présent rapport annuel.

Répartition des fonctionnaires selon le groupe d'âge

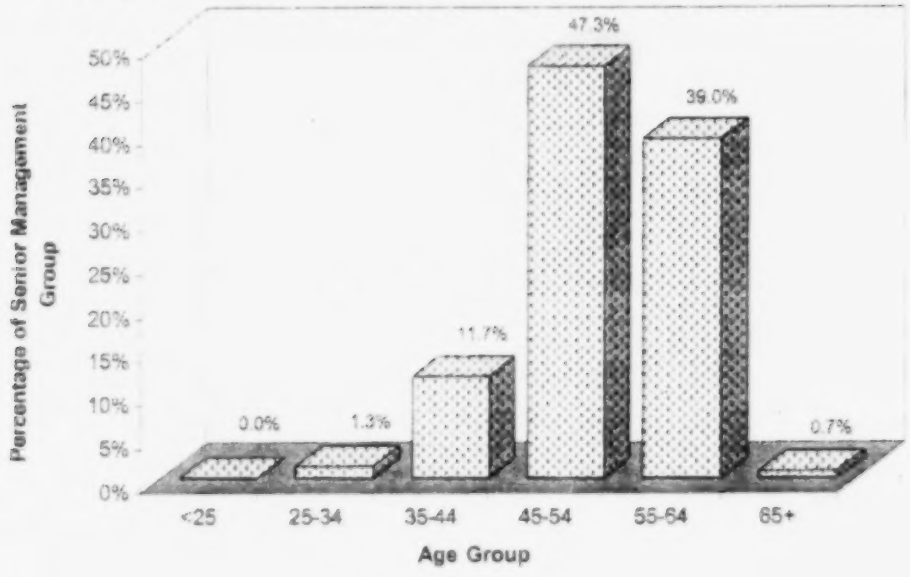
Voici la répartition des fonctionnaires selon le groupe d'âge au 31 mars 2006.



Remarque : Ces totaux tiennent compte uniquement des fonctionnaires permanents, nommés pour une période déterminée et occasionnels. Ils n'incluent pas les employés inactifs.

Average Age of the Senior Management Group

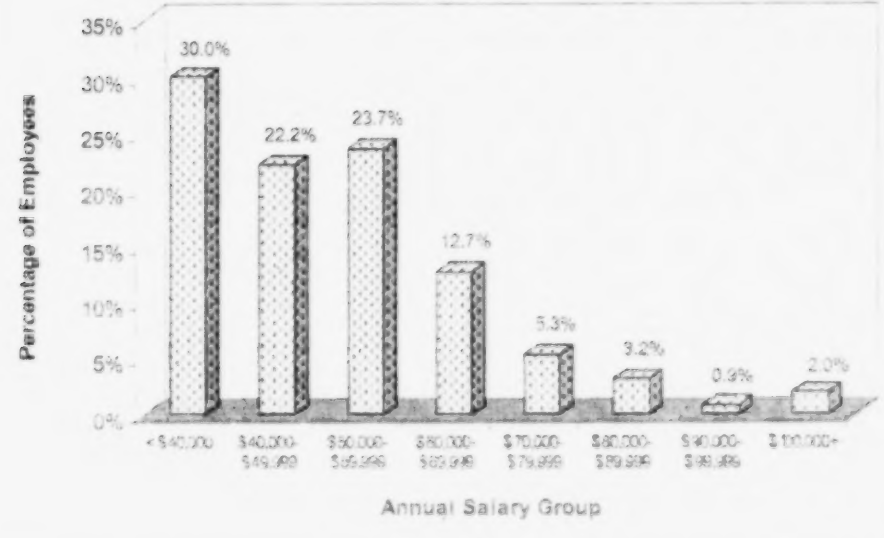
The average age of the Senior Management Group as of March 31, 2006



Note: These totals include only regular, term and technical employees. They do not include employees on inactive status. The Senior Management Group includes Deputy Ministers, Executive Officers, Senior Officers and Senior Managers.

Percentage of Employees by Annual Salary Distribution

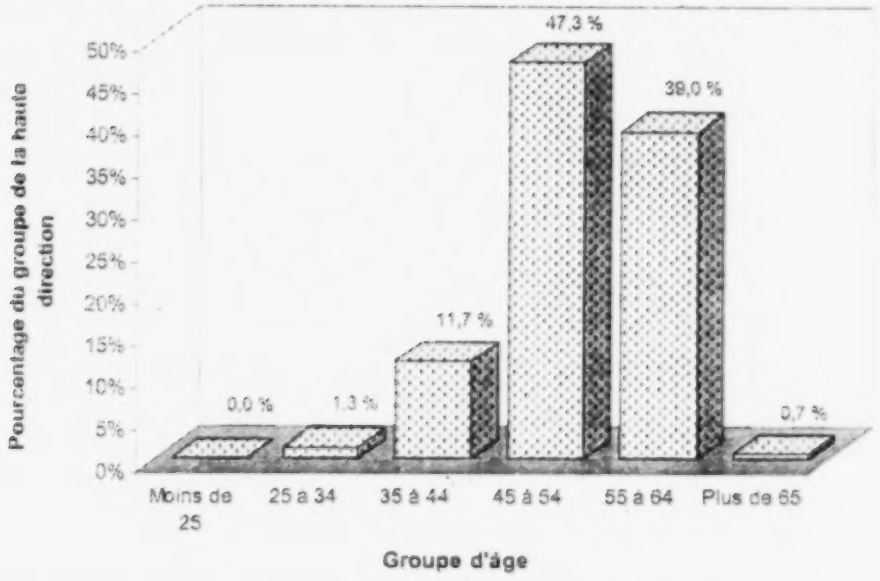
The percentage of civil service employees by salary distribution groups as of March 31, 2006



Note: These totals include only regular, term and technical employees. They do not include employees on inactive status.

Repartition selon le groupe d'âge au sein du groupe de la haute direction

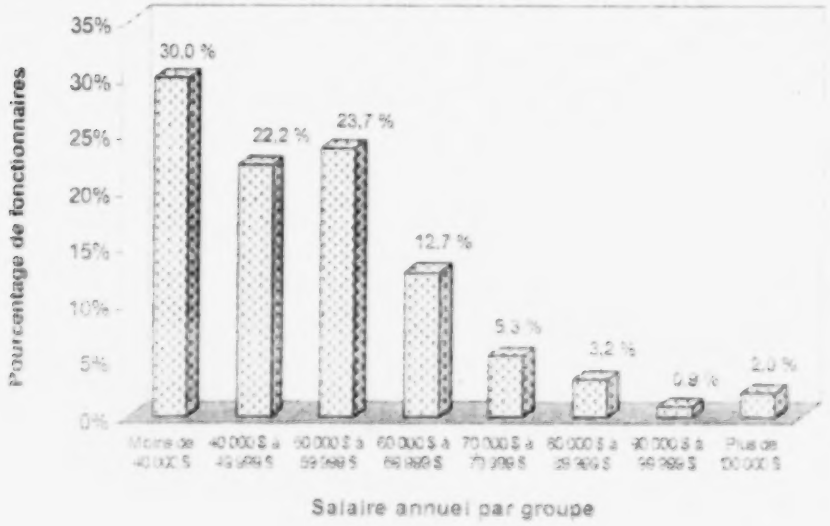
Voici la répartition selon le groupe d'âge au sein du groupe de la haute direction au 31 mars 2006.



Remarque : Ces totaux tiennent compte uniquement des fonctionnaires permanents, nommés pour une période déterminée et techniques. Ils n'incluent pas les employés inactifs. Le groupe de la haute direction comprend les sous-ministres, les fonctionnaires exécutifs, les cadres supérieurs ainsi que les gestionnaires principaux.

Répartition des fonctionnaires selon la catégorie de salaire annuel

Voici la répartition des fonctionnaires selon la catégorie de salaire annuel au 31 mars 2006.



Remarque : Ces totaux tiennent compte uniquement des fonctionnaires permanents, nommés pour une période déterminée et techniques. Ils n'incluent pas les employés inactifs.

CIVIL SERVICE COMMISSION BOARD

The Civil Service Commission Board is constituted under subsection 4(1) of *The Civil Service Act* and consists of not less than three nor more than seven members appointed by the Lieutenant Governor in Council. One member is designated chairperson. Three members may constitute a quorum for any business of the Commission Board.

The Civil Service Commission Board

James W. Hartry, Chairperson/Citizen Member
Debra Woodgate, Civil Service Commissioner
Shirley Delaquis, Citizen Member
Ertrice Eddy, Citizen Member
Russell Malkoske, Citizen Member
Loretta Ross, Citizen Member
Brian Stewart, Citizen Member

Shirley L. Strutt, Civil Service Commissioner (retired February 2006)

The Civil Service Commission Board extends their appreciation for the dedicated service of Ms. Strutt who served as the Civil Service Commissioner from 2001 until her retirement effective February 24, 2006.

The Civil Service Commission Board welcomed Ms. Debra Woodgate as the new Civil Service Commissioner effective March 8, 2006.

A Secretary, who is not a member of the Civil Service Commission Board, provides functional guidance and staff support for all the Commission Board activities. The Secretary manages the Commission's quasi-judicial appeal functions, including procedural and legal consultation, registration and administration of all appeal matters and decisions on appeal.

Administration of *The Civil Service Act*

The Civil Service Commission Board applies and carries out those provisions of *The Civil Service Act* for which it is responsible. They include:

- delegating to staff of the Commission and departments, authority to administer provisions of *The Civil Service Act*;
- advising the Minister Responsible on the status of human resource management administration in government;
- ensuring, through the deputy head, that civil service policies and programs for which it is responsible are administered in accordance with the provisions of *The Civil Service Act*; and
- hearing appeals under *The Act*, Regulations and collective agreements as a quasi-judicial appeal tribunal.

The Civil Service Commission Board carries out its functions and responsibilities through the staff organization outlined in this Annual Report. In addition, the Commission Board receives regular presentations from Commission staff on new and ongoing programs and policy initiatives.

The Civil Service Commission Board may make recommendations to the Minister Responsible on human resource management administration in government and for each fiscal year submits to the Minister a report on the activities of the Civil Service Commission and the administration of *The Act*.

Merit and Redress Under *The Civil Service Act*

The Civil Service Act provides authority for selection and appointment of employees based on the merit principle. The exercise of authority under *The Act* is subject to checks and balances including assessments, audits, independent investigations, grievance and arbitration procedures and appeals

to the Civil Service Commission Board. The exercise of delegated staffing authority by departments is subject to periodic review. Appointments are subject to both administrative reviews by Commission staff and to appeal under the Regulations or applicable collective agreements.

Other matters may be appealed to the Civil Service Commission Board under the Regulations and collective agreements or pursued through grievance/arbitration procedures under either the Regulations or applicable collective agreements.

The Civil Service Commission Board has all the powers of commissioners appointed pursuant to Part V of *The Manitoba Evidence Act* including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The appeal function includes:

- classification appeals from both excluded employees and bargaining unit employees,
- selection appeals from both excluded employees and bargaining unit employees,
- disciplinary appeals from excluded employees,
- appeals on alleged violations of *The Civil Service Act*,
- conflict of interest appeals from government employees,
- appeals on management-originated requests for reclassification of positions,
- appeals on delegated administrative review decisions to overturn staffing competitions,
- appeals from employees impacted by workforce adjustment who were re-employed to other positions on a trial basis but were rejected on trial.

CIVIL SERVICE COMMISSION BOARD ACTIVITIES 2005-2006

During 2005-2006, the Civil Service Commission Board met on a regular basis to review matters of concern to the Commission Board arising during the year and to consider presentations from staff on programs administered by the department.

Administrative Meetings	**2003-2004**	**2004-2005**	**2005-2006**
Submissions:	20	14	17
Staffing Audit Plans	4	3	3
Staffing and Employment Equity Assessments	6	4	5
Revisions to Staffing Delegation	7	8	9
Personnel Policy Approval	-	3	-
Other	-	-	-

The Civil Service Commission Board maintains an overview of Commission and departmental human resource activities through regular reports and monitoring related to the delegation of recruitment and selection authority, implementation of diversity and employment equity, human resource practices and policies. The Commission Board attended the Honouring Ceremony for recent graduates of the Aboriginal Management Development Program, a conference on the role of administrative tribunals held by the Manitoba Council for Administrative Tribunals, and the Manitoba Service Excellence Awards. The Commission Board also attended the Commission's Annual Diversity and Employment Equity Update Conference for the government human resource and management community.

The Civil Service Commission Board in 2005-2006 had the opportunity to meet with the Minister Responsible to discuss the delivery of human resource services to rural communities, the current classification program including the classification review process and the need for new employment equity strategies to attract and retain members from employment equity groups.

Staff presentations to the Civil Service Commission Board included the following:

- an update on the Civil Service Renewal Strategy;
- an update on the Classification program administered by Treasury Board Secretariat including the classification review process and the handling of classification appeals;
- an overview on Organization and Staff Development (OSD);
- an update on all of the Commission's Internship programs;
- an overview on the Employee Assistance Program (EAP); and
- a presentation on an equity video used for training purposes by a departmental human resource sector.

Appeals	2003-2004	2004-2005	2005-2006
Number of appeals initiated in 2005-2006	18	11	15
Number appeals pending from previous year	21	16	10
Number of appeals withdrawn	13	10	5
Number of appeals heard	10	7	5
Number of appeals granted	2	3	1
Number of appeals granted other than requested	-	-	-
Number of appeals denied	8	4	4
Appeals pending to next fiscal year	16	10	15

The number of appeals initiated during 2005-2006 increased slightly due to an increase in the number of selection appeals filed.

The Civil Service Commission Board continues to review all appeal decisions, once issued to ensure consistency and common understanding of the issues determined. The Commission Board maintains an index and summary of decisions for reference by individual appeal boards and parties to an appeal. Appeal issues determined during 2005-2006 included classification and selection. A number of appeals submitted were resolved without requiring a hearing following discussions between the parties and their representatives. The Commission Board continues to encourage the practice of pre-hearing discussions between the parties in hopes of early resolution of matters in dispute. In January 2006, the Commission Board introduced a new procedure requiring the parties to an appeal to submit the Agreed Book of Documents to the Commission Board five days prior to the start of an appeal hearing.

The activities of the Civil Service Commission including related statistics are outlined in the appropriate sections of this Annual Report.

Current Delegation of Recruitment and Selection Authority to Departments

Department/Other Public Entity	Initial Delegation	Extension of Delegation
Aboriginal and Northern Affairs	April 1, 1980	ongoing
Advanced Education and Training	May 1, 1980	ongoing (1)
Agriculture, Food and Rural Initiatives	March 1, 1980	ongoing
Conservation	April 1, 1986	ongoing
Culture, Heritage and Tourism	January 1, 1989	ongoing
Education, Citizenship and Youth	May 1, 1980	ongoing
Energy, Science and Technology	September 26, 2003	ongoing
Family Services and Housing	August 1, 1989	ongoing (2)
Finance	November 1, 1982	ongoing
Health	May 1, 1980	ongoing
Industry, Economic Development and Mines	August 1, 1989	ongoing
Intergovernmental Affairs and Trade	March 1, 1980	ongoing
Justice	May 1, 1983	ongoing
Labour and Immigration	April 1, 1980	ongoing
Transportation and Government Services	October 1, 1981	ongoing (3)
Office of the Auditor General	June 19, 1997	ongoing
Office of the Children's Advocate	March 14, 2002	ongoing (4)
Office of the Ombudsman	March 14, 2002	ongoing (4)
Elections Manitoba	March 14, 2002	ongoing (4)
Water Stewardship	May 12, 2005	May 31, 2006

(1) Delegation originally with the Department of Education, Training and Youth
(2) Department of Housing originally delegated in April 1986
(3) Department of Transportation originally delegated in January 1985
(4) Delegation for civil service positions within the organization

APPEALS BY TYPE

Appeals	Initiated 2005-2006	Pending from 2003-2004 & 2004-2005	Withdrawn	Granted	Granted Other	Denied	Pending to 2006-2007
Classification	9	8	4		-	4	9
Selection	4	2		1			5
Classification Dispute							
Conflict of Interest							
Benefits Administration							
Over-Range	1		1				
Dismissal							
Administrative Review							
Jurisdiction							
Violation Civil Service Act							
Trial Rejection							
Suspension							1
Disciplinary Action	1						
Implementation of CSC Decision							
Total	**15**	**10**	**5**	**1**	**-**	**4**	**15**

EXECUTIVE OFFICE

The Executive Office provides for the management and direction of the Department of the Civil Service Commission and manages the activities of the Civil Service Commission Board.

Objectives

To provide executive policy direction for, and coordination of, Civil Service Commission programs and to advise the government, through the Minister Responsible, on human resource management issues in government; to provide advisory, consulting and administrative services to the Civil Service Commission Board.

To initiate the development and formulation of government human resource policy and programs.

To monitor and support the implementation of the Government's diversity and employment equity program.

To maintain comprehensive Regulations, in cooperation with the Labour Relations Division of Treasury Board Secretariat, regarding conditions of employment and prepare an Annual Report to the Legislature.

Results

Through the program areas of the Civil Service Commission, provision of a comprehensive human resource management function consistent with *The Civil Service Act* and government policy and supportive of departmental and organization goals.

Provision of advice and direct assistance to central government and departments in the recruitment, selection and appointment of senior executive staff, including leadership development.

Ongoing monitoring, evaluation and support of the implementation of diversity and employment equity across the government service and formulation of issues and recommendations for review with the Minister Responsible.

Management and direction of the executive functions of the department and development of strategic initiatives and program development.

Management and administration of all activities of the Civil Service Commission Board including policy and administrative submissions, delegated authorities and appeals.

Provision of policy, jurisdictional and legal consultation and advice to Commission Executive Committee and Management.

Management and promotion of renewal initiatives.

1(a) EXECUTIVE OFFICE

Expenditures by Sub-Appropriation	Actual 2005-2006 $(000's)	FTEs	Estimate 2005-2006 $(000's)	Variance Over(Under) $(000's)	Expl. No.
Salaries and Employee Benefits	348.7	2.00	209.0	139.7	1
Other Expenditures	56.3		59.0	(2.7)	
Total Sub-Appropriation	**405.0**	**2.00**	**268.0**	**137.0**	

Explanation:

1. *The increase in salaries is primarily related to costs associated with the retirement of the Civil Service Commissioner.*

ADMINISTRATIVE SERVICES
Management Information and Support Services (MISS)

Overview

Management Information and Support Services is responsible for three functional areas:

Information Technology

- Strategic systems planning to ensure the proper alignment of Information Technology products and services with emerging Civil Service Commission business strategies, plans and program needs
- Tactical systems planning to ensure the consistent availability and accuracy of information and technology resources and solutions
- Design, development, implementation, operations and maintenance of technology solutions to support the Civil Service Commission's program areas and key aspects of Organization and Staff Development (OSD)
- Leadership to the Civil Service Commission in areas of information and resource management
- Provision of corporate and departmental statistical, detail and summary information and reports as required
- Development, management and security of human resource management information within the civil service
- Creation of supporting policies, procedures, systems and techniques, in conjunction with the Information Protection Centre, to protect the information
- Coordination and management of desktop support by the service provider EDS (billings, requests for service, statements of work and peripheral resource management)
- Coordination of information technology training for the Civil Service Commission including desktop software and SAP functional operations - SAP being the government's enterprise software used for human resources, financial, procurement and materials management functions

Finance

- Ongoing maintenance of the department's Comptrollership Plan and performance of activities within the plan
- Preparation of the annual departmental estimates, supporting documents and financial processes
- Development and reporting of financial management information such as cashflow planning and actual reports
- Budget management, analysis, financial advice and appropriate alignment of available funds
- Daily accounting functions
- Coordination of the government purchasing card program and the AMEX business travel programs
- Audit of expenditures in relation to government policies

Administration

- Development of government policies and procedures for personnel records management
- Provision of responses to information requests made under *The Freedom of Information and Protection of Privacy Act* and *The Personal Health Information Act*
- Accountability for the Civil Service Commission's overall Records Management responsibilities
- Administration of the office accommodation and lease arrangements, government vehicles, telecommunications, office equipment and supplies and the Civil Service Commission's vehicle parking program
- Provision of support to course and registration activities for OSD

These services are provided to varying degrees for the Civil Service Commission, Service Manitoba, Organization and Staff Development (OSD), provincial departments, Treasury Board, Cabinet, senior management and various external agencies.

Objectives

To implement technology solutions in support of corporate services that promote effective performance management, organizational development, workforce sustainability and renewal.

To implement information technology solutions that improve the Commission's ability to access human resource information and processes to ensure strategies and policies that best meet the needs of central government.

To provide detailed and summary statistical and information reports to all internal and external clients for analysis, audit, strategic planning and decision-making purposes as required through expert knowledge of available history and application data, including SAP data, and through the use of data extraction techniques.

To develop, communicate, evaluate and manage government-wide human resource management systems policies, processes and procedures to ensure integrity and confidentiality of data, efficiency and effectiveness of operation and compliance with government policies and resource allocation decisions.

To develop and maintain the information resources, systems, processing facilities and techniques for the Civil Service Commission to improve staff productivity and program effectiveness.

To facilitate the Comptrollership responsibilities, annual estimates process, provision of financial advice and financial management and reporting for the Civil Service Commission.

To develop and communicate policies and procedures respecting personnel records management, and coordinate and provide responses to applications made under Freedom of Information and Protection of Privacy legislation.

Results

Corporate and Department Strategic Human Resource Reporting

Ongoing work on this priority area continued to ensure that accurate and comprehensive human resource reports are available to individual departments, departmental Senior Management, Renewal Authorities and corporately throughout the organization. Work continued with Human Resource Programs and Labour Relations Division, Treasury Board Secretariat as well as representatives of all departments, in defining and implementing processes, tools and services to assist in the extraction and analysis of information from SAP.

Developed specialized and technical SAP reporting expertise for more complex data requests, continued to work with program areas toward a clear understanding of how to assess and analyze data extracted from SAP, in the creation of data standards, in the development of a new human resource reporting computer application and in audit/error correction activities.

Internet/Intranet Web Sites

Provision of support and technical expertise to the Commission and to Organization and Staff Development for certain functionality within these web sites.

Participation on Information Technology Councils

Active participation as a member of the National Human Resource Information Systems Council (NHRISC) and the Provincial Information Technology Council (ITC).

Corporate Technology Initiatives

Active participation on a number of Committees and related work regarding the Information and Communications Technology Consolidation project led by the Department of Energy, Science and Technology.

Technical Support and Security

Provision of technical and operational support to multiple systems in a multi-platform information technology environment, including corporate reporting software, the provision of support to personal computer based applications, upgrades to a corporate client server application for Organization and Staff Development, local and wide area network issues, database administration and system security.

Continuation of work with the Information Protection Centre on all security matters related to protecting application and data security.

Finance and Administration

Provision of comprehensive financial advice and management reporting support to the Civil Service Commission. This included the annual fiscal year estimates/budget exercise, the Supplementary Information for Legislative Review book, ongoing quarterly financial forecasts of both expenditures and revenues, provision of detailed financial advice and alternatives and also monthly reporting of financial status.

Provision of support to all matters related to the general administration of the Civil Service Commission. In addition, MISS maintained ongoing membership and liaison with the Council of Executive Financial Officers and the Senior Financial Managers Council on areas related to overall government fiscal matters.

Records Management and Access to Information

Ongoing support to the Civil Service Commission's Records Management program, and coordination of enquiries and responses to departmental responsibilities under Freedom of Information and Protection of Privacy legislation during the fiscal year.

1(b) ADMINISTRATIVE SERVICES

Expenditures by Sub-Appropriation	Actual 2005-2006 $(000's)	FTEs	Estimate 2005-2006 $(000's)	Variance Over(Under) $(000's)	Expl. No.
Salaries and Employee Benefits	506.4	5.00	473.5	32.9	
Other Expenditures	173.1		225.4	(52.3)	
Total Sub-Appropriation	**679.5**	**5.00**	**698.9**	**(19.4)**	

HUMAN RESOURCE MANAGEMENT SERVICES

Human Resource Programs (HRP)

Overview

Human Resource Programs (HRP) provides central services that ensure the development and application of human resource policies, procedures and standards in the following program areas: staffing, diversity/employment equity, assessment (audit), internships and human resource programs. HRP coordinates, on behalf of the Civil Service Commission, corporate services related to human resource planning and development of the government human resource community and coordinates corporate human resource policy development to ensure that policies, procedures and services support the principles of merit, fairness and equity.

HRP develops and delivers programs and services to promote all aspects of employment equity within the civil service, coordinates and administers services and policies in support of workforce adjustment initiatives and serves as an employment resource centre for civil servants, departments and the public. HRP also develops and maintains partnerships with other jurisdictions to improve these services.

Objectives

To provide central services which facilitate development and ensure consistent application of corporate human resource policies, procedures and standards and ensure that such policies and procedures support the principles of merit, fairness and equity.

To provide managers and human resource professionals with the necessary tools, training and supports to enable them to make informed decisions relative to staffing, human resource planning, diversity/employment equity and workforce adjustment.

To assess the effectiveness of delegated departmental staffing programs with recommendations for improvement.

To conduct administrative reviews of staffing activities and complaints and represent the employing authority before appeal boards as required.

To provide support and guidance in the overall development of the government human resource community.

To develop and refine policies and procedures relating to staffing, human resource planning, competency based staffing and diversity/employment equity.

To coordinate corporate human resource policy development.

To develop and deliver diversity and employment equity programs and activities.

To develop and manage internship and career development programs such as the Aboriginal Management Development Program, the Aboriginal Public Administration Program, the Persons with Disabilities Career Assistance Program, the Career Gateway Program for Members of Visible Minorities, the Financial Management Development Program, the Management Internship Program, and the Millennium Scholarship Foundation Excellence Award Laureates Summer Internship Program.

To promote and maintain outreach recruitment and ongoing consultation with agencies representing employment equity groups.

To develop competencies, inventories and assessment tools in support of renewal initiatives.

To coordinate the placements of individuals impacted by workforce adjustment and provide a range of career-management services to employees affected by workforce adjustment.

To provide support to the collective bargaining process on staffing and workforce adjustment issues.

Results

Completed staffing audit plans for three upcoming staffing and employment equity assessment reports for delegated human resource sectors and departments.

Completed five staffing and employment equity assessment reports for delegated human resource sectors and departments.

Conducted training sessions to HR Sector staff for Advanced Education and Training, Education Citizenship and Youth, and Labour and Immigration on selection grievances, appeal process and general arbitration principles.

Conducted file and administrative reviews of all selection grievances filed under revised collective agreement provisions.

Communicated and supported the enhanced Diversity and Employment Equity policy and made presentations to Departmental Executive Management Committees and managers.

Continued the communication strategy to implement the Diversity and Employment Equity Policy within the civil service and partnered with crown corporations to share best practices and programs related to diversity and employment equity.

The Civil Service Commission hosted the Annual Diversity and Employment Equity Update Conference for the government human resource and management community. At the June 2005 Conference, the Honourable Greg Selinger, Minister Responsible for *The Civil Service Act*, reaffirmed the Government's support for diversity and employment equity within the larger framework of the Civil Service Renewal Initiative.

The Civil Service Commission participated in the Department of Family Services and Housing Minister's Committee on the Employability for Persons with Disabilities and in various related sub-committees. The Commission also partnered with the Department of Family Services and Housing and the Department of Health to support their *Diversity Within* initiative, an initiative with the intent of increasing awareness and education among staff. Several activities were undertaken within this initiative including the planning and implementation of the Diversity Challenge.

HRP continued to engage in active outreach activities in order to promote career opportunities in the civil service with various diversity groups and employment equity organizations as well as universities and colleges. Outreach activities included:

- participation in the Manitoba Business Leadership Network Job Fair for persons with disabilities;
- meetings with organizations representing persons with disabilities;
- participation in the Winnipeg Chamber of Commerce Aboriginal Job Fair;
- participation in the Brandon Aboriginal Job Fair;
- participation in the Afro-Caribbean Association Job Recruitment Fair;
- ongoing outreach to Aboriginal communities across the Province on behalf of departments that serve Aboriginal people;
- participation in the Rotary Club Career Symposium;
- ongoing outreach to organizations representing the visible minority community and employment agencies that work with members of visible minorities and/or immigrant clients;
- ongoing participation in conferences and committees relating in increasing the representation and improving the distribution of women in government at all levels.

Managed the Millennium Scholarship Foundation Excellence Award Laureates Summer Internship Program sponsored by the Clerk of the Executive Council and the Civil Service Commissioner. This was the third year for this program to provide summer internships for exceptional students who are awarded Excellence Awards through the Millennium Scholarship Foundation. The purpose of the program is to provide outstanding students an opportunity of summer employment with the Government of Manitoba to encourage them to consider a career in the civil service and to provide them with a better understanding of public policy issues facing the Manitoba government. Four students were placed in government positions for the summer of 2002, five students were placed for the summer of 2003, eleven students were placed in the summer of 2004 and ten students were placed in the summer of 2005.

Managed the Financial Management Development Program (FMDP) sponsored by the Civil Service Commission and the Department of Finance. The FMDP is a three-year internship program for recent university/diploma graduates eligible to enroll in the Certified General Accountants (CGA) or Certified Management Accountants (CMA) program of professional studies or eligible to participate in the Chartered Accountant - Industry, Public Sector & Other Organizations – Approved Training Organization (CA IPSO-ATO) training program. The FMDP combines on-the-job training, classroom instruction and one-on-one coaching, along with challenging job placements in a variety of public sector work settings. The program began as a recruitment initiative to address the vacancy rates for key financial management and audit positions in government. Upon completion of the program, interns will be eligible to successfully compete for financial management career opportunities within the civil service. Six interns have completed the program and have been placed in civil service positions. Six interns accepted positions with government prior to completing the program. A sixth intake of three interns commenced employment with the program in June 2005. The program is presently under review.

Managed the Aboriginal Management Development Program (AMDP), which is a two-year program to train and develop Aboriginal civil service employees in order that they may successfully compete for professional and managerial career opportunities within the civil service. The AMDP is a partnership between the Civil Service Commission and the participating departments. The program includes classroom training, on-the-job assignments, networking and mentoring. The AMDP is intended to enhance the participants' eligibility for professional and managerial placements within government. To date 31 interns have completed the program. In September 2005, the fifth intake recruited five new interns. Departmental sponsors for the fifth intake included Conservation, Family Service and Housing, Health, Justice and Water Stewardship.

Managed the Career Assistance for Members of Visible Minorities and Immigrants focusing on increasing the representation of members of visible minorities in the provincial civil service. For further information on this new initiative, please refer to the Internship, Equity and Employee Development Programs section of this Annual Report.

Managed the Persons with Disabilities Career Assistance Program, the Aboriginal Public Administration Program and the Management Internship Program. For further information on these programs, please refer to the Internship, Equity and Employee Development Programs section of this Annual Report.

Ongoing review and development of policies related to staffing, diversity/employment equity, human resource planning and assessment.

1(c) HUMAN RESOURCE MANAGEMENT SERVICES

Expenditures by Sub-Appropriation	Actual 2005-2006 $(000's)	FTEs	Estimate 2005-2006 $(000's)	Variance Over(Under) $(000's)	Expl. No.
Salaries and Employee Benefits	984.5	15.00	992.6	(8.1)	
Other Expenditures	746.0		580.0	166.0	1
Total Sub-Appropriation	**1,730.5**	**15.00**	**1,572.6**	**157.9**	

Explanation:

1. *The increase is mainly related to costs associated with the Leadership Development Initiative (LDI). For the 2005-2006 fiscal year funding for this initiative was provided in Internal Reform, Workforce Adjustment and General Salary Increases (26-5). A total of $89.0 was allocated from Internal Reform while remaining LDI costs of $163.7 were funded through under-expenditures in other Civil Service Commission program areas.*

EMPLOYEE ASSISTANCE PROGRAM (EAP)

Overview

The Employee Assistance Program (EAP) is responsible for ensuring that self-referred civil servants receive help with a variety of personal and interpersonal problems impacting negatively on their home or work life. The program accomplishes this by providing counselling and interventions that address problems that interfere with effective work performance and the well-being of employees, (e.g. marital and family difficulties, psychological concerns such as stress, depression, and grief, as well as workplace conflicts, trauma and substance abuse).

Objectives

To assist employees in the stabilization of problems of a personal or interpersonal nature thereby deterring high costs associated with absenteeism, illness and poor morale.

Results

The EAP experienced a total of 3,136 employee contacts inclusive of all direct clinical services as well as other program services of a non-clinical nature. Clinical services were provided to a total of 2,213 employees based on 1,906 total active cases and 1,444 new case openings. These total figures include the 1,517 government employees who utilized the clinical services of the EAP reflected in the 1,011 new case openings and 1,327 total active cases from within the Provincial Civil Service. The remainder represents 696 employees utilizing EAP services from external contracts which are reflected in 433 new case openings and 579 total cases.

OVERALL SUMMARY OF EAP SERVICE *
2003-2004 TO 2005-2006

		2003-2004	2004-2005	2005-2006
1)	**COUNSELLING CASES**			
	Open cases at Start of Year	427	439	441
	Total Openings	1,441	1,460	1,405
	Total Cases	**1,868**	**1,899**	**1,846**
2)	**SPECIALIZED CLINICAL SERVICES EMPLOYEE CONTACTS**			
	Conflict Resolution-Mediation	57	54	51
	Workplace Intervention	137	165	116
	Trauma	402	175	196
	Sexual Harassment	10	8	4
	Total Contacts	**606**	**402**	**367**
3)	**PROGRAM MANAGEMENT SERVICES**			
	Education and Outreach (number of employees attending)	**584**	**1202**	**538**
	EAP Information Session	584	857	221
	Special Topics (e.g. Sexual Harassment, Bullying, Change Transition)	218	345	317
	Consultation	**369**	**320**	**385**
	Total Contacts	**953**	**1,522**	**923**
	Total EAP Contacts (1+2+3)	**3,427**	**3,823**	**3136**

***Figures based on utilization of services by employees of the Province of Manitoba as well as fee for service contracts**

1(d) EMPLOYEE ASSISTANCE PROGRAM

Expenditures by Sub-Appropriation	Actual 2005-2006 $(000's)	FTEs	Estimate 2005-2006 $(000's)	Variance Over(Under) $(000's)	Expl. No.
Salaries and Employee Benefits	557.3	8.00	565.3	(8.0)	
Other Expenditures	133.7		136.4	(2.7)	
Less: Recoverable from other Appropriations	(115.8)		(109.7)	(6.1)	
Total Sub-Appropriation	**575.2**	**8.00**	**592.0**	**(16.8)**	

INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT PROGRAMS

Overview

Internship, Equity and Employee Development Programs focuses on:

- establishing and promoting corporate internship programs to recruit and develop a representative and sustainable cadre of future managers for the government service;
- developing and managing corporate career development programs in support of government diversity and equity goals; and
- providing specialized development and support programs to recruit and develop a representative government service.

The Human Resource Programs area of the Civil Service Commission is responsible to oversee the development, management and administration of these programs.

Objectives

To provide corporate programs in support of government internship, equity and employee development programs.

Results

Career Assistance for Members of Visible Minorities and Immigrants

This initiative focuses on increasing the representation of members of visible minorities in the provincial civil service. Program activities included the implementation of the Career Gateway Program for Members of Visible Minorities which began in 2004-2005. Seven individuals participated in this program in 2005-2006 with sponsoring departments including Health, Labour and Immigration, Transportation and Government Services, Advanced Education and Training, Education Citizenship and Youth, Agriculture, Food and Rural Initiatives, Water Stewardship and the Civil Service Commission. To date, 10 individuals have participated in the program, 2 individuals have completed the program and these 2 individuals have been placed in civil service positions. The Civil Service Commission also partnered with the Department of Education, Citizenship and Youth's Volunteers in Public Service Program to facilitate volunteer placements for immigrant professionals in government with 21 individuals receiving placements to date. Increased outreach activities with community organizations and employment agencies serving the visible minority and immigrant communities also took place during the past fiscal year to increase access to employment related information.

Persons with Disabilities Career Assistance Program

The Persons with Disabilities Career Assistance Program designed to support the employment of persons with disabilities began in 2001-2002. The program allows specific assessment, accommodation and placement of persons with disabilities into government positions with the goal of determining and addressing workplace accommodation needs and employment opportunities. To date, 22 people have participated in the program with 11 individuals being placed in civil service positions. Six individuals are participating in the program this fiscal year. The program coordinator regularly meets with individuals to assess skills and discuss the availability of suitable positions, and engages in outreach activities with employment agencies and government departments to increase awareness of the program. Applicants are invited to attend employment information sessions. Government managers participating in the program are also provided an opportunity to attend the workshop offered by Organization and Staff Development on Duty to Accommodate: Hiring and Managing Workers with Disabilities.

Aboriginal Public Administration Program (APAP)

The Aboriginal Public Administration Program co-sponsored by the Civil Service Commission and the Department of Aboriginal and Northern Affairs is a two-year internship program to provide training and development opportunities to Aboriginal interns in order that they may successfully compete for professional and managerial career opportunities within the civil service. Sixteen interns have successfully completed the program and fifteen have been placed in civil service positions. Five interns

were selected in June of 2005 and are presently in work placements with government departments. A new intake of interns will begin in June 2007.

Management Internship Program (MIP)

The Management Internship Program coordinated by the Civil Service Commission completed a tenth intake in June 2005 with an intake of five interns. The program is designed for recent graduates from an accredited university or college with a graduate degree, undergraduate degree or a two-year diploma, with a public sector focus, who undergo an extensive three-year training program to gain the knowledge and experience required to successfully compete for professional and managerial career opportunities within the civil service. To date twenty-eight interns have completed the program and have been placed in civil service positions throughout government. Twenty-four of those placed continue to be part of the civil service in Manitoba. A new intake of interns is scheduled to begin in May 2006.

1(e) INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT PROGRAMS

Expenditures by Sub-Appropriation	Actual 2005-2006 $(000's)	FTEs	Estimate 2005-2006 $(000's)	Variance Over(Under) $(000's)	Expl. No.
Total Other Expenditures	**1,123.5**	**53.00**	**1,550.1**	**(426.6)**	**1**

Explanation:

1. *The decrease in costs is primarily due to a higher than anticipated vacancy rate in the various internship programs resulting from a combination of earlier than anticipated permanent placements, resignations, unpaid leaves of absence and work frequency.*

Service Manitoba

Service Manitoba provides leadership and direct consulting services in the area of service improvement to departments and agencies across the government of Manitoba.

Objectives

To provide departments and agencies of the government of Manitoba with strategic advice and support regarding the design, implementation and utilization of best practices in the area of public sector service delivery.

To serve as central resource and centre of expertise in the area of citizen centred service delivery and client service measurement.

To provide departments and agencies of the government with direct consulting services with respect to service improvement.

To provide training to departmental staff in the area of service delivery.

To serve as link to Federal, Provincial, Territorial and Municipal committees and forums where information and knowledge are exchanged.

To provide administrative and logistical support to the operations of the Service Quality Partners Network of front line staff.

To foster innovation and service improvement experimentation by departments through the operation of the Service Manitoba fund.

Results

During 2005-2006, Service Manitoba provided support to the Government's *Coordinated Services Initiative*. Working closely with the Coordinated Services Unit under the auspices of the Coordinated Services Committee, Service Manitoba assumed key responsibilities for the design and implementation of the *In-Person*, *Telephony* and *Service Standards* components of the *Coordinated Services Initiative*. In addition Service Manitoba staff continued to be responsible for training and up-dating front line staff with respect to the "At Your Service Manitoba" initiative.

Service Manitoba staff provided direct assistance and advice to various departments and agencies in their efforts to solicit feedback from program clients and/or employees as to their service expectations, experience, satisfaction and priorities for improvements. This included designing and delivering over 50 surveys, interviews, and/or focus groups.

Delivered, in conjunction with Organization and Staff Development, training on *At Your Service Manitoba* Service Standards to over 600 front line staff and supervisors via on-line training. Other training included the design and delivery of customized training for departmental staff in the area of survey design and focus groups.

In collaboration with the Public Sector Service Delivery Council, Service Manitoba assisted in the creation of the Institute for Citizen Centred Service, a not for profit organization dedicated to researching, evaluating and disseminating best practices in the realm of public sector service delivery.

Provided administrative and logistical support to the Service Quality Partners and its programming. This included over 20 brown bag lunch and educational events held across the province and the 7th annual Manitoba Service Excellence Awards attended by over 600 government staff.

1(g) SERVICE MANITOBA

Expenditures by Sub-Appropriation	Actual 2005-2006 $(000's)	Estimate 2005-2006 $(000's)	Variance Over(Under)	Expl. No.
Salaries and Employee Benefits	297.0	236.5	(60.5)	
Other Expenditures	160.3	116.5	(43.8)	
Total Sub-Appropriation	**457.3**	**353.0**	**104.3**	1

Explanation:

1. *For the 2005-2006 fiscal year, funding of $460.0 was provided in Internal Reform, Workforce Adjustment and General Salary Increases (26-5) for Service Manitoba operations. A total of $353.0 was allocated from Internal Reform while remaining costs of $104.3 were funded through under-expenditures in other Civil Service Commission program areas.*

COSTS RELATED TO CAPITAL ASSETS

This appropriation provides for the amortization of capital assets.

17-2 COSTS RELATED TO CAPITAL ASSETS

Expenditures by Sub-Appropriation	Actual 2005-2006 $(000's)	FTEs	Estimate 2005-2006 $(000's)	Variance Over(Under) $(000's)	Expl. No.
Costs Related to Capital Assets	59.6	-	66.3	(6.7)	

FINANCIAL INFORMATION SECTION

PART A – OPERATING EXPENDITURE

Civil Service Commission

RECONCILIATION STATEMENT

$(000s)

DETAILS	2005-2006 ESTIMATES
2005-2006 MAIN ESTIMATES	$4,658.9
MAIN ESTIMATES AUTHORITY TRANSFERRED FROM - ENABLING APPROPRIATIONS:	
• Internal Reform, Workforce Adjustment and General Salary Increases	442.0
2005-2006 ESTIMATES	$5,100.9

Department of Civil Service Commission
EXPENDITURE SUMMARY $(000's)
for the fiscal year ending March 31, 2006
with comparative figures for the previous fiscal year

Estimate 2005-2006	Appropriation	Actual 2005-2006	Actual 2004-2005	Increase (Decrease)	Expl. No.
	17-1 Civil Service Commission				
	(a) Executive Office				
$ 209.0	Salaries	$ 348.7	$ 198.5	$ 150.2	1
59.0	Other Expenditures	56.3	60.3	(4.0)	
	(b) Administrative Services				
473.5	Salaries	506.4	473.7	32.7	
225.4	Other Expenditures	173.1	264.2	(91.1)	2
	(c) Human Resource Management Services				
992.6	Salaries	984.5	1,000.4	(15.9)	
580.0	Other Expenditures	746.0	736.3	9.7	
	(d) Employee Assistance Program				
565.3	Salaries	557.3	515.9	41.4	
136.4	Other Expenditures	133.7	132.1	1.6	
(109.7)	Less: Recoverable from other appropriations	(115.8)	(102.0)	(13.8)	
1,550.1	(e) Internship, Equity and Employee Development Programs	1,123.5	1,101.4	22.1	
	(g) Service Manitoba				
236.5	Salaries	297.0	282.6	14.4	
116.5	Other Expenditures	160.3	157.4	2.9	
$ 5,034.6	**TOTAL 17-1**	**$ 4,971.0**	**$ 4,820.8**	**$ 150.2**	
$ 66.3	17-2 Costs Related to Capital Assets	$ 59.6	$ 66.3	$ (6.7)	
$ 66.3	**TOTAL 17-2**	**$ 59.6**	**$ 66.3**	**$ (6.7)**	
$ 5,100.9	**TOTAL 17**	**$ 5,030.6**	**$ 4,887.1**	**$ 143.5**	

Explanations:

1. *Increase is primarily due to costs associated with the retirement of the Civil Service Commissioner in 2005-2006.*
2. *An accounting adjustment in 2004-2005 was required to expense an asset which did not meet the capital criteria.*

Department of Civil Service Commission
REVENUE SUMMARY BY SOURCE $(000's)
for the fiscal year ending March 31, 2006 with comparative figures for the previous fiscal year

Actual 2004-2005	Actual 2005-2006	Increase (Decrease)	Source	Actual 2005-2006	Estimate 2005-2006	Variance	Expl. No.
			CURRENT OPERATING PROGRAMS				
			OTHER REVENUE				
$145.5	$161.9	$16.4	(a) Sundry *	$161.9	$151.5	$10.4	
$145.5	**$161.9**	**$16.4**		**$161.9**	**$151.5**	**$10.4**	

* Sundry items include revenue from Employee Assistance Program services

Department of Civil Service Commission
FIVE YEAR EXPENDITURE AND STAFFING SUMMARY BY MAIN APPROPRIATION
for the years ending March 31, 2002 - March 31, 2006

	ACTUAL/ADJUSTED EXPENDITURES									
	2001-2002		2002-2003		2003-2004		2004-2005		2005-2006	
Main Appropriation	**FTEs**	**$(000's)**	**FTEs**	**$(000's)**	**FTEs**	**$(000's)**	**FTEs**	**$(000's)**	**FTEs**	**$(000's)**
17-1 Civil Service Commission	73.50	3,437.8	71.50	4,108.6	87.50[1]	4,230.0	85.00	4,820.8[3]	85.00	4,971.0
17-2 Other Costs Related to Capital Assets	-	97.1	-	92.2	-	64.8[2]	-	66.3		59.6
TOTAL DEPARTMENTAL APPROPRIATIONS	**73.50**	**$3,534.9**	**71.50**	**$4,200.8**	**87.50**	**$4,294.8**	**85.00**	**$4,887.1**	**85.00**	**$5,030.6**

Explanations:

1. *Increase reflects 16.00 incremental FTEs for new Aboriginal and Visible Minority and succession planning programs approved in the 2005-2006 estimates. No funding was provided to the Civil Service Commission as all resource requirements were provided by participating departments.*
2. *Reorganized total includes the transfer of $6.0 to Energy, Science and Technology for Amortization Expense – Hardware and Transition.*
3. *The increase in 2004-2005 is a result of various items. In 2004-2005, salaries costs were higher due to the HR Professional Officer Series reclassification and also to decreased vacancies in the Internship Programs. The Leadership Development Initiative (LDI) saw increased activity within the Initiative which resulted in higher costs over the previous year. Finally, costs for the SAP Qualifications and Requirements module were expensed as expenditures did not meet the capitalization criteria.*

CIVIL SERVICE COMMISSION – PERFORMANCE REPORTING

The 2005-2006 reporting year is the first year that a standardized Performance Measurement section appears in Departmental Annual Reports. This section is another step in our process to provide Manitobans with a more complete picture of the activities of government and their impacts on the province. That process was begun in 2005 with the release of the document, *Reporting to Manitobans on Performance, 2005 Discussion Document*, which can be found at www.gov.mb.ca/finance/performance.

Performance indicators in Departmental Annual Reports are intended to provide Manitobans with meaningful and useful information about government's activities, complementary to financial results. Some measures incorporate data collected by the provincial government, while others show data that are collected by external agencies. A range of existing, new and proposed measures may be reported in subsequent years, as the process continues to evolve.

Your comments on performance measures are valuable to us. You can send comments or questions to mbperformance@gov.mb.ca.

What is being measured and how?	***Why is it important to measure this?***	***What is the most recent available value for this indicator?***	***What is the trend over time for this indicator?***	***Comments/ recent actions/report links***
The increase in the leadership capacity within the Civil Service, by measuring participation in three major development initiatives - Manitoba Strategy Leadership Program, Women's Leadership Program and Leadership @ All Levels	Leadership is the most important variable if resources are fixed and service demand is increasing. Leadership is a major component of the Renewal Strategy, for the implementation of which the Commission is accountable. Level of participation in the three major development initiatives is demand-driven and indicative of the level of interest and need for increasing leadership capacity within the Civil Service.	Manitoba Strategy Leadership Program – 188 participants Women's Leadership Program – 30 participants Leadership @ All Levels – 55 participants (Data as of March 31, 2006)	Baseline Information. No trend established as this is a new indicator. Over time we will be able to provide trend data for this indicator.	For further information on this priority area and on activities under way, see Renewal Initiatives in the Highlights Section of the Annual Report.

What is being measured and how?	*Why is it important to measure this?*	*What is the most recent available value for this indicator?*	*What is the trend over time for this indicator?*	*Comments/ recent actions/report links*
The increase in workplace engagement, to sustain good people practices that retain and attract employees, by measuring the percentage of employees who indicate commitment to the department they work for, in the Employee Survey.	The Renewal Strategy has evolved from a means to address pending turnover to a comprehensive and ongoing plan that is revitalizing the Civil Service. The purpose of the Renewal Strategy is to keep and attract the talent government needs to meet the public service expectations of Manitobans. One of the ways to fulfill the objectives of the Renewal Strategy is to create a work environment that will help us to retain and attract employees.	86.7 % of employees (2004 Employee Survey – most recent data)	Baseline Information. No trend established as this is a new indicator. Over time we will be able to provide trend data for this indicator.	For further information on this priority area and on activities under way, see the Renewal Initiatives in the Highlights Section of the Annual Report. The Employee Opinion Survey is generally conducted every 2 years.
Our progress towards achieving the equity and diversity goals of Government, by measuring the number of designated employment equity members as a percentage of total employees, at the end of the fiscal year.	The Commission is accountable for the implementation of the Government's Equity Policy and Diversity Strategy. The Policy is accompanied by employment equity benchmarks for four designated employment equity groups (Women, Aboriginal Persons, Persons with Disabilities and Members of Visible Minorities).	Women – 53.00% (BM* - 50%) Aboriginal Persons – 10.99% (BM - 14%) Persons with Disabilities – 2.84% (BM - 7%) Visible Minorities – 4.15% (BM - 8%) (Data as of March 31, 2006)	Trend data from 2003 to 2006 indicates the representation of the designated employment equity groups in the Civil Service is improving. Please refer to the Highlights Section of the Annual Report for the trend data statistics.	The Percentages include both active and inactive, regular, term, technical and departmental employees working in government as of March 31, 2006. The statistics for Aboriginal Persons, Persons with Disabilities and Members of Visible Minorities are based on employee self-declaration. For further information on diversity and equity activities under way, see the Highlights Section of the Annual Report

What is being measured and how?	*Why is it important to measure this?*	*What is the most recent available value for this indicator?*	*What is the trend over time for this indicator?*	*Comments/ recent actions/report links*
	The Government benchmarks reflect the population and workforce of Manitoba based on 2001 census data and community consultations.	(*BM – figures in brackets are the established Government Benchmarks)		
Our progress towards achieving the equity and diversity goals of Government, by measuring the percentage of employees indicating their departments recognize the value of diversity in the workplace, in the Employee Survey.	The Commission is accountable for the implementation of the Government's Equity Policy and Diversity Strategy.	65.0% of employees (2004 Employee Survey – most recent data)	Baseline Information. No trend established as this is a new indicator. Over time we will be able to provide trend data for this indicator.	For further information on diversity and equity activities under way, see the Highlights Section of the Annual Report. The Employee Opinion Survey is generally conducted every 2 years.
Provision of Consulting and Training Services that meets the needs of individuals and organizations within the Civil Service, by measuring the number of employees in the civil service attending training workshops or in-department development events in the fiscal year delivered by Organization and Staff Development (OSD).	Training services support good human resource practice, encourage a renewed and representative civil service, and promote the best use of employee talent. This is a demand driven service. Level of attendance at training workshops or in-department development events delivered by OSD is indicative of the level of interest, training and skill development needs of civil service employees.	For 2005-2006: 6470 employees within the Civil Service attended training workshops or in-department development events delivered by Organization and Staff Development (OSD). (Data as of March 31, 2006)	In 2004-2005, 7548 employees within the Civil Service attended training workshops or in-department development events. Compared to the 2004-05 fiscal year, there has been a decline in number of customized events requested by departments/ public sector and consequently, a decline in total participants for the year.	For further information on this priority area and on activities underway, see Corporate Development in the Highlights Section of the Annual Report.